



TOURISM MANAGEMENT IN JORDAN SINCE 1991

ABSTRACT

THESIS

SUBMITTED FOR THE AWARD OF THE DEGREE OF

Doctor of Philosophy

IN

COMMERCE

BY

OSAMA AL-FADEL

UNDER THE SUPERVISION OF

DR. S. HUSAIN ASHRAF

(READER)

THESIS

T-5655

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY
ALIGARH (INDIA)

2002



TOURISM MANAGEMENT IN JORDAN SINCE 1991

ABSTRACT

T H E S I S

SUBMITTED FOR THE AWARD OF THE DEGREE OF

Doctor of Philosophy

IN

COMMERCE

BY

OSAMA AL-FADEL

UNDER THE SUPERVISION OF

DR. S. HUSAIN ASHRAF

(READER)

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY
ALIGARH (INDIA)

2002

ABSTRACT

Tourism has grown from the pursuits of a privileged few to a mass movement of people, with the urge to discover the unknown, to explore new and strange places, to seek changes in environment and to undergo new experiences. The development of the mass tourism has created a powerful and influential tourism industry. Tourism is a major social phenomenon of modern society with enormous economic consequences. Tourism is considered an activity essential to the life of nations because of its direct effects on the social, cultural, educational and economic sectors of national societies and their international relations. Tourism is a major business activity represents one of the best opportunities for development at time of this rapid changes in economy and societies.

Tourism is alive with dynamic growth, new activities, new destinations, new technology, new markets and rapid changes. Record numbers of tourists are travelling the globe, attracted by an increased variety of tour packages, cruises, adventure experiences and independent itineraries. The tourism industry has become global. It is big business and will continue to grow. Meeting this growth with well planned environmentally sound development is a challenge for planning all over the world.

Tourism is a powerful economic force, providing employment, foreign exchange, income and tax revenue. It is the largest export industry. According to WTO, about 625 million tourists travel internationally in 1998, and spent about US\$ 444.7 billion (excluding fares). It is estimated that tourism accounts for about 8 percent of the total world export, and more than 30 percent of international trade services. In 1997-1998 travel and tourism was expected to provide direct and indirect employment for 225 million people and accounted for 10.7 percent of the global workforce.

Travel and tourism is both a generator and receiver of governments funds. Globally in 1998, travel and tourism is expected to generate US\$ 802 billion of taxes (10.6 percent of total) while channeling US\$ 253 billion to government expenditures (6.8 percent of total). By 2010, taxes should increase to US\$ 1.8 trillion (11.4 percent of total) and government spending to US\$ 542 billion (7.5

percent of the total). The economic figures cited show that tourism has been grown as activity of world wide importance and significance. For a number of countries tourism is the largest commodity in international trade. In many others, it ranks among the top three industries. Tourism has grown rapidly to become a major social and economic force in the world specially as an investment for economic development and economic generation in developing countries.

For more than 40 years, tourism has been considered as an economic panacea for developing countries. Often dubbed as the white industry, it is although be a vital development agent and an ideal economic alternative to more traditional primary and secondary sectors. International tourism in particular from the developed to the developing countries is seen as generating crucially needed foreign exchange earnings infusing badly needed capital into the economy of developing countries, the successful example of Spain, which managed to use the tourism in its development process as an income generator, reinforced the notion that countries with ' Sand, Sun, and Sea' resources, which most developing countries incidentally have, can overcome other infrastructural, locational, and economic disadvantages and sell the tourist product. Stagnating and highly unreliable commodity prices as well as import barriers for manufactured goods in many developed nations only serve to focus the economic options on tertiary activities, with tourism undoubtedly being the most important one. For the lack of alternative development options and in view of the ever growing number of outbound tourists, most developing countries have opted for participation in the international tourism industry. Especially for small developing countries with few primary resources and small industrial base, and particularly for small microstates, tourism often constitutes the only viable economic activity within their economic means and their resources base. Rapid population growth, high unemployment, increasing social and regional disparities, high trade deficits, monostructured economies, and a generally high dependency on the industrialized countries force developing countries to utilize all of their available resources to survive. Among these resources are their climate, which promises a lot of sun-seekers from the developed countries, exotic landscapes, people and cultures, and a usually very favorable exchange rate. In addition, the major attractions for mass tourism, sand, sun and sea, are available to all but a few of the developing countries. While some

countries like Tunisia, Morocco, Mexico, and many Caribbean countries have gambled early on tourism, others like Vietnam, Laos and Bhutan have only recently joined the ranks of developing countries that are trying to benefit from international tourism. Employment and income generation, increase in foreign exchange and tax earnings, reduction of rural-urban migration, and balancing the trade account are the most often conceived goals of tourism development. Yet to date, tourism often has not endowed developing countries with the envisaged economic benefits. Furthermore, a considerable number of socio-cultural and physical impacts have emerged that seriously deflect from the potential benefits that tourism can bring to developing countries when planned and managed appropriately.

Tourism is no more considered as a secondary sector of Jordan economy, in view of vital role it has been playing in the gross domestic product. It's one of the economic sectors that have the potential to enhance the national economy in terms of the exportation of services and increasing the reserves of foreign currencies

Jordan's tourism riches are immense. As a traditional crossroads of ancient trade routes, most of the great historical civilizations have left their mark; from Moabites to the Roman and Crusaders. Attractions include; the unparalleled Nabatean city of Petra and Qasr Amra, both declared as world heritage sites; the Greco-Roman city of Jerash, one of the best preserved ancient sites; sites of the Lawrence of Arabia legend; remnants of the Hijaz railway and the Roman-Arabesque fortress at Azraq.

The country is also endowed with unique geographical and environmental assets and unspoiled scenic sites. The enchanting scenery of Wadi Rum; the Madaba mosaics crafted during the Byzantine era; the therapeutic benefits of the Dead Sea; and the corals of Aqaba are few examples of the diverse experience awaiting tourists.

Jordan is also spiritually significant to a number of the world's religions. It is part of the Holy Land of both the Old and New Testaments, and has a number of historical and religious sites associated with the early years of Islam and history of the Islamic Empire.

The kingdom, has thus emphasized development of tourism resources and chosen to use its cultural heritage for socio-economic gain. There is the legitimate political will in Jordan to boost the tourism industry, particularly through the development of the private sector. One major goal is to make tourism a major source of foreign exchange earnings for the country. And bring about steady increase of investment and employment opportunities to support the national economy. In turns, stimulation of other sectors will creat linkages in areas such as manufacturing and agriculture.

Jordan has recognized the importance of tourisam for the past two decades. Receipts from tourism sector reached JD.496.10 million in 2001, which means that contribution of tourism to Jordanian GDP IS 7.93 percent and this is below the 1995 figure of 9.69 percent and the figure of 1989 of 13.3 percent. In comparison, the agriculture sector adds only 6 to 7 percent of the GDP of Jordan. Considering the expenditures of Jordanian abroad, which amounted to JD. 297.80 million in the sameYear, the balance of tourism remains positive, and tourism is also second source of foreign exchange earning (37 percent) after industrial exports.

The number of direct employees in tourism sector in 2001 was about 22,864 of which 49.5 percent were employed in hotels, the annual rate of the employment in tourism sector in the period of 1987-1997 was 8.5 percent , if we consider the indirect employment, tourism is playing a good and promising role in absorbing the rapidly increasing labor forces.

Tourism is vital economic sector in Jordan, and contributes to a badly needed economic diversification. Furthermore, tourism with its dividend, its contribution to GDP,foreign currency, employment and even to better understanding in the region, should enjoy a high priority in the planning policies of the country.

No single organization runs the tourism sector. Tourism is an economic activity that runs through society involving many different sectors. The tourism sector comes together only loosely, pushed forwards by market forces, control by regulatory framework and govern by general economic conditions. The most important role in this sector is being played by government tourism administration. Government tourism administration is to guide the development of

the sector through planning, organizing, directing, coordinating and monitoring its various activities. This help the private sector by building up the pieces into the whole. The government tourism administration does not manage in any directing sense but in indirect way. It manage by setting directins, providing support and creating the right conditions. It assists the sector, within the particular political and institutional framework, to worked together and to assist to achieve certain objectives. Management in the privatesector relates to management of a particular type of tourism enterprise e.g. a hotel, tour operator , travel agency or tourist attraction. The government tourism administration management of this sector as te whole is central importance to private sector, since it helps to set the conditions in which all tourism development takes place. In this study we have tried to discuss the total management proces of government tourism administration i.e MOTA and how it can be made more effective.The study is divided into six chapters.

In the first chapter, an attempt has been made to highlight the historical background of tourism because any study of tourism is incomplete without a historical perspective. Tourism has a history of both success and failure. For the most part, tourism is a story of rapid change effected by industrial and technological advances but advances in tourism have been spectacular.

Historical stages in tourism such as travel in prehistoric times, travel in Neolithic times, travel in ancient civilization, condition for travel stimuli for air travel, travel in middle ages, travel in the Renaissance, the grand tour, travel motivation, transportation, the first travel agents, emergence of modern mass tourism, leisure time has been briefly discussed in the chapter.

After that we have pinpointed, the survey of literature, objectives of the study, hypothesis, research methodology, framework and the future direction of research.

In the second chapter, an attempt has been made to present the historical background of Jordan, its civilization which first appears prominently in the Bible. Though many periods passed throughout it, such as Amonities, Persian, Nabateens, Romans, Byzanatine, Islam, and Turks. After that we have talked about modern Jordan, a new and dynamic nation which has been forged in less than fifty years,

Jordan constitutes of various tribes that have migrated to the area over the years. More than 92 % of Jordanians are Sunni Muslims, and about 6% are Christians who live mainly in Amman, Madaba, Kerak and Salt. Several small Shi'a and Druze population can also be found in Jordan. Others minorities, the Bedouins, Palestinians and Circassian. This is followed by a quick look on modern Jordan, Jordanian economy, industry, finance and investment, and finally culture and tourism.

In the third chapter, we have discussed tourism in Jordan, there is a lot to offer of special interest of domestic tourism as well as international tourism to Jordan. The MOTA is now building up tourism around Petra in coordination with Aqaba and Wadi Rum. This gives Jordan a resort area, the romance of Arabian desert and these are archaeological gems of Petra. There is also a lot of festivals, in Jordan the famous is Jerash festival in summer which could be of great interest to foreign visitors.

Jordan is also becoming an ideal center for regional conferences. It is very active at overseas trade fairs. Jordan is developing spa facilities, specially around Zarka ma'in, an area of hot springs in the mountain overlooking the Dead Sea. A detailed discussion is there on Jordanian tourism product and tourist destination and the importance of tourism in Jordan.

In the fourth chapter, we have been highlighted the importance of international tourism to Jordan. Of course the highest purpose of tourism is to become better acquainted with people in other countries, because this furthers the understanding and appreciations that builds a better world for all. Travel raises levels of the human experience, recognition, and achievements in many areas of learning, research, and artistic activities.

Tourism is one of Jordan's major industry, and the sector has tremendous potential for future expansion. Tourists from within the region have traditionally accounted for most of Jordan's tourism. With the advent of peace, however, the country is poised to begin developing untapped potential for international tourism. We have highlighted Jordan's international tourism potential, and the most important tourism markets with the aim of promoting Jordan's touristic products in these markets such as, Europe, United States, Japan and South-Eastern Asia, The Gulf Cooperation Council States (GCC). In the end we have overviewed the

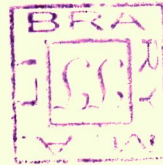
importance of international tourism problem of growth and development, global forecast, and global forecast for next decade, economic impact of tourism, special benefits of tourism in Jordan and finally the future prospects of tourism in Jordan.

In the fifth chapter we have discussed about planning and management of tourism sector in Jordan. The responsibility of management basically lies with MOTTA. All the important seven areas which included management of MOTTA itself, regulation and control, research, marketing, product development, human resource development and public awareness are covered in our study. These seven areas when taken together also represent the contents of integrated plan for tourism. After that an analysis has been done regarding the performance and management of tourism sector since 1991. SWOT analysis has also been discussed regarding tourism sector in Jordan.

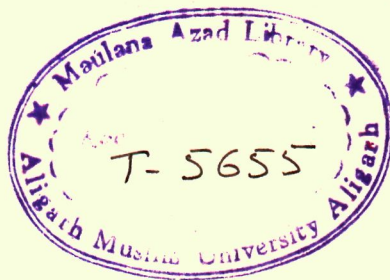
In the last chapter main problems faced by the industry are discussed in details, deficiencies in the management of this sector are also highlighted. Some of the important stumbling block in the development of industry are that , the tourism law fails to grant MOTTA the necessary specific power to carry out its responsibilities. Recognition of the fact as a service industry, the caliber of staff is a major deterrent of success. Our study shows that 90 percent of the staff working in MOTTA is not having any specialized qualification and training in tourism. We noticed that MOTTA and JTB have been trying to do their best in marketing Jordan as a tourist destination , but unfortunately they couldn't and specifically JTB. Tourism and hospitality industry in Jordan is dominated by small operations, 80 percent of Jordan hospitality business employ less than 10 people. There at least eight different organizations operating at the Petra sanctuary. Inadequate infrastructure is another problem faced by tourist industry. There has been little focus on developing tourism at Wadi Rum while preserving it environmentally. Traditional archaeology-focused tourism in Jordan has ignored modern tourism development techniques and does not make effective use of the country's traditional resources of historic ruins and scenic wonders. The archaeological, historical and cultural resources are not fully developed as a tourism product. Spectacular scenery is often neglected or not strongly highlighted as a tourist resource of great appeal. Many sites are currently presented in isolation without much effort to link other attractions and features

found nearby. Motels are also available but on a limited scale. Chalets are available in some touristic places. Tourism programs in Jordan usually lack camping activities. There is no internationally recognized museums in Jordan. Shops that sell and display handicrafts product are found in main cities or touristic areas. Few guides are capable of performing their duties efficiently. Basic services in tourism sector are offered by big companies. The Dead Sea area still needs many infrastructure facilities and basic services. Uncontrolled urban growth in Petra...etc. In the end suggestions are being given to improve the performance and management of tourism industry in Jordan. Suggestions are classified into three broad categories, namely, suggestions for improving tourism management in Jordan, specific suggestions for improving tourist product, and general suggestions for tourism development. These suggestions are important for sustainable tourism development in Jordan.

I, hereby, hope that this research will provide those who are interested in tourism management of Jordan a useful and appropriate information. Really, I feel very honor and proud to share and participate in providing modest solutions and suggestions for the sake of management and development of tourism sector in Jordan.



AL-MAJMA'AH AL-ISLAMIAH
KUTUB KHANNAH



02 JUL 2003

Fed in Computer





His Majesty late King Hussein
Nov. 14, 1935-Feb. 7, 1999



" I have always believed that as we get to know one another, we come to realize that those things which bring us together are far greater than those which separate us. Travel and Tourism give us the chance to make friends from cultures different from ours and from countries distant from own. "

King Hussein



Dedicated to his Majesty King Abdullah II

Dr. S. Husain Ashraf
Reader



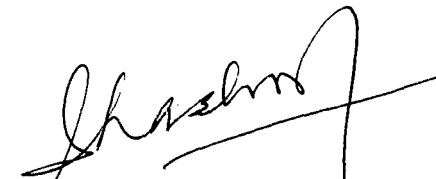
External (0571) 700831
703661
Internal 267, 268

DEPARTMENT OF COMMERCE
ALIGARH MUSLIM UNIVERSITY
ALIGARH - 202002 (U.P.)
INDIA.

Dated :

Certificate

This is to certify that Mr. Osama Al-Fadel has completed his thesis entitled "Tourism Management in Jordan Since 1991", under my supervision. To the best of my knowledge and belief, the work is of original nature. It also fulfils the requirements for the award of Ph.D. Degree at the Aligarh Muslim University, Aligarh, India.


Dr. S. Husain Ashraf

CONTENTS

Dedication

Certificates

Sr. No.	Chapter	Description	Page No.
1.	-	Acknowledgement	i-ii
2.	-	List of Tables	iii
3.	-	List of Figures	iv-vii
4.	-	List of Abbreviations	viii-ix
5.	Chapter-I	Research Methodology	1 - 29
6.	Chapter-II	Jordan in Details, All About Jordan	30 - 63
7.	Chapter-III	Tourism in Jordan	64 - 98
8.	Chapter-IV	International Tourism in Jordan	99 - 140
9.	Chapter-V	Tourism Management in Jordan	141 - 240
10.	Chapter-VI	Conclusion & Suggestions	241 - 258
11.	-	Bibliography	259 - 274
12.	-	Appendixes	275 - 282

ACKNOWLEDGMENT

I bow in reverence to Almighty Allah whose gracious blessings gave me the required devotion for the completion of this work.

I feel honored to submit this thesis under the able guidance and supervision of my learned supervisor, Dr. S. Husain Ashraf, Reader, Deptt. of Commerce, AMU, Aligarh-India. Also I would express my deep sense of gratitude to him, whose skillful guidance, fervent supervision and constant encouragement at all stages has been instrumental towards the completion of this task.

I'm also thankful to Prof. M. Mushtaq Ahmad Dean Faculty of Commerce and Chairman, Deptt. of Commerce for the encouragement and inspiration. I also wish to express my thankfulness to Prof. S.M.Waseem and Prof. Mahfoozur Rahman EX- Dean and Chairman Deptt. of Commerce. I am also thankful to Prof. Badar Alam Iqbal and Dr. Sibghatullah Farooqui.

I'm equally thankful to my esteemed teachers in the department for their constructive and timely suggestions. Special thanks go to Prof. S.N.Alam, and to Ms. K. S. Roohi research scholar of Statistics Deptt. AMU-Aligarh, for the help in conducting the statistical part of this work.

I'm also obliged to all who provide me with the assistance and help in furnishing the input material for accomplishing this study, Ministry of Tourism and Antiquities (MOTA), Department of Antiquities (DoA), Jordan Hotels Association (JHA), Jordan Society of Travel Agents (JSTA), World Tourism Organization (WTO), European Union (EU), United Nations Development Program (UNDP), Japanese international cooperation agency (JICA), German Agency for Technical Cooperation (GTZ), Noor Al-Hussein Foundation, Shoman Foundation, Municipality of Greater Amman, Royal Scientific Society (RSS), Department of Statistics (DOS), Royal Jordanian Geographic Center (RJGC), Vocational Training Corporation (VTC), Royal Jordanian (RJ), Jordan Tourism Board (JTB), Central Bank of Jordan, Deptt. Of Research and Studies (CBJ), Amman Chamber of Commerce (ACC), Amman Chamber of Industry (ACI), Investment Promotion Corporation (IPC), Free Zones Corporation (FZC), Al-Urdun al-Jadid Research Center (AUJRC), Al-Zaytoonah University, Jordan University, Yarmouk University, Al-Hashmiya University, The American Center, The British Council, The French Cultural Center, The General Federation of Jordanian Trade Union (GFJTU).

I would never forgive my self if I fail to express my inexplicable gratitude to my family for their inspiration and constant encouragement that I received from them.

I am also thankful for Mr. Ali Hasan Asstt. Librarian of the Seminar Library of the Department of Commerce for his cooperation and help.

Date: .11.2002

*Osama Al-Fadel
A.M.U-Aligarh
India.*

LIST OF TABLES

Table No.	Table Description	Page No.
Table- 3.1	Visitors to the touristic sites 2000-2002	95
Table- 4.1	Progress of European tourists arrival to Jordan 1994-1998	104
Table- 4.2	Forecasts of WTO for the European Tourists 1999-2010	105
Table- 4.3	American Tourists arrivals to Jordan during 1994-1998	106
Table- 4.4	Tourists arrivals to Jordan from Japan and East-Asia 1994-1998	108
Table- 4.5	Tourists arrivals from Gulf countries during 1994-1998	109
Table- 4.6	Arrivals of tourists from abroad to Jordan 1991-2001	113-116
Table- 5.1	Employment in Tourists activities in Jordan during 1991-2001	176
Table- 5.2	Hotel projects in Jordan 2001	193
Table- 5.3	Employment in tourist activities in Jordan 1991-2001	203

LIST OF FIGURES

Figure No.	Figure Description	Page No.
Fig.-2.1	Night of Amman- Amman Roman's Theatre	37
Fig.- 2.2	Natural Map of Jordan	39
Fig.- 2.3	Bedouin Girl	44
Fig.- 2.4	Bedouin of Jordan	45
Fig.- 2.5	Circassian Girl	46
Fig.- 2.6	1995 GDP Distribution by Sector	49
Fig.- 3.1	Map of Jordan-Holy Sites	69
Fig.- 3.2	Map of Jordan-Historical Sites	71
Fig.- 3.3	Modern Amman-I	72
Fig.- 3.4	Modern Amman-II	72
Fig.- 3.5	Old Amman	72
Fig.- 3.6	Amman-Historical Site	73
Fig.- 3.7	Amman-King Abdullah Mosque	75
Fig.- 3.8	Jerash-Historical Site	77
Fig.- 3.9	Jerash-Natural Site	77
Fig.- 3.10	Jerash-The Forum	79
Fig.- 3.11	Ajloun Castle	80
Fig.- 3.12	Ajloun Nature	80
Fig.- 3.13	Umm Qais-Historical Site	82
Fig.- 3.14	Umm Qais-Natural Site	82
Fig.- 3.15	Dead Sea	85

Fig.- 3.16	Dead Sea-Nature	85
Fig.- 3.17	Dead Sea	85
Fig.- 3.18	Qasr Al-Azraq	86
Fig.- 3.19	Qasr Amra	87
Fig.- 3.20	Qasr Amra	87
Fig.- 3.21	Madaba-Mosaic Map	88
Fig.- 3.22	Madaba-Nightlife	88
Fig.- 3.23	Petra-The Rose Red City	92
Fig.- 3.24	Aqaba-Water Sport	94
Fig.- 3.25	Aqaba-Hotel Projects	94
Fig.- 3.26	Aqaba- Aquatic Playground	94
Fig.- 4.1	International tourists arrivals forecasts	126
Fig.- 4.2	World Tourists Arrivals average annual growth rate (%) by Region and period Europe-America	127
Fig.- 4.3	World Tourists Arrivals average annual growth rate (%) by Region and period World-Africa	128
Fig.- 4.4	World Tourists Arrivals-Average Annual Growth rate (%) by region and period Middle East-South Asia	128
Fig.- 4.5	World Tourists Arrivals-Average Annual Growth rate (%) by Region and Period East Asia-Pacific	129
Fig.- 4.6	Outbound Tourism Growth Forecast (% a year) by Region and Period Europe-America	130
Fig.- 4.7	Outbound Tourism Growth Forecast rate (% a year) by Region and Period World-Africa	130
Fig.- 4.8	Outbound Tourism Growth Forecast (% a year) by Region and Period Middle East-South Asia	131
Fig.- 4.9	Outbound Tourism Growth Forecast (% a year) by Region and Period East Asia-Pacific	131

Fig.- 5.1	Integrated Plan	143
Fig.- 5.2	Organization Chart of MOTA	148
Fig.- 5.3	Marketing Strategy of MOTA	155
Fig.- 5.4	Human Resources Development Strategy of MOTA	177
Fig.- 5.5	MOTA Public Awareness Programs	179
Fig.- 5.6	Employment in Classified Hotels 1991-2001	208
Fig.- 5.7	Employment in Unclassified Hotels 1991-2001	209
Fig.- 5.8	Employment in Travel Agencies 1991-2001	210
Fig.- 5.9	Employment in Rent-A-Car Co's 1991-2001	211
Fig.- 5.10	Employment in Tourist Shops 1991-2001	212
Fig.- 5.11	Employment in Tourism-Tourists Guides 1991-2001	213
Fig.- 5.12	Employment in Tourism-Horses Guides 1991-2001	214
Fig.- 5.13	Employment and Transport Companies 1991-2001	215
Fig.- 5.14	Employment in Tourist Restaurant 1991-2001	216
Fig.- 5.15	Employment in Rum Area 1991-2001	217
Fig.- 5.16	Total Employment in Tourist Activities 1991-2001	218
Fig.- 5.17	Tourists Arrivals to Jordan 1991-2001	221
Fig.- 5.18	Tourist Receipts to Jordan 1991-2001	222
Fig.- 5.19	Number of Classified Hotels 1991-2001	223
Fig.- 5.20	Number of Unclassified Hotels Rooms 1991-2001	224
Fig.- 5.21	Number of Classified Hotels Beds 1991-2001	225
Fig.- 5.22	Number of Unclassified Hotels 1991-2001	226
Fig.- 5.23	Number of Unclassified Hotels Rooms 1991-2001	227
Fig.- 5.24	Number of Unclassified Hotels Beds 1991-2001	228

Fig.- 5.25	Number of Travel Agencies 1991-2001	229
Fig.- 5.26	Number of Rent-A-Car 1991-2001	230
Fig.- 5.27	Number of Rent-A-Car Co's 1991-2001	231
Fig.- 5.28	Number of Petra and Sweimeh Horses 1991-2001	232
Fig.- 5.29	Number of Tourist Shops 1991-2001	233
Fig.- 5.30	Number of Tourist Guides 1991-2001	234
Fig.- 5.31	Number of Tourist Transport Co's 1991-2001	235
Fig.- 5.32	Number of Buses 1991-2001	236
Fig.- 5.33	Number of Tourist Restaurants 1991-2001	237

LIST OF ABBREVIATIONS

A.D.	:	Anno Domini
AL-DEIR	:	Arabic words means the Monastery
ARV	:	Aqaba Regional Authority
B.C.	:	Before Christ
BCE	:	Before the Common Era
CASR	:	Arabic Word means Palace
DOA	:	Department of Antiquities
GCC	:	Gulf Cooperation Council
GDP	:	Gross Domestic Product
HCT	:	Higher Council of Tourism
JD	:	Jordanian Dinar 1JD = US\$ 1.30
JHA	:	Jordan Hotel Association
JRS	:	Jordan Restaurants Society
JRV	:	Jordan River Valley
JSTAS	:	Jordan Society of Travel Agents
JSTD	:	Jordan Sustainable Tourism Development
JTB	:	Jordan Tourism Board
KHAZANAH	:	Arabic Word means The Treasury
MICE	:	Acronym Stands for Meetings, Incentive Travel, Conferences and Exhibitions
MIS	:	Marketing Information System
MOTA	:	Ministry of Tourism and Antiquities
PNA	:	Palestine National Authority
PRA	:	Petra Regional Authority
PRC	:	Petra Regional Council
RJ	:	Royal Jordanian Airline
RSCN	:	Royal Society for Conservation of Nature
SIQ	:	Arabic word means the Narrow entrance
TES	:	Tourism Encouragement Society

TGA	:	Tourist Guides Association
THS	:	Touristic Handicrafts Society
TTC	:	Tourist Transport Companies
UNDP	:	United Nations Development Program
UNESCO	:	United Nations Educational, Scientific, and Cultural Organization
USAID	:	United States Agency for International Development
VFR	:	Visiting Friends and Relatives
WTO	:	World Tourism Organization
WTTC	:	World Travel and Tourism Council
WB	:	World Bank
ACOR	:	American Center for Oriental Research
QIZ	:	Qualifying Industrial Zone
EIA	:	Environmental Impact Assessment
JOD	:	Jordanian Dinar
IFC	:	International Finance Corporation
JIC	:	Jordan Investment Corporation
ACCOR	:	A French Hotel Chain and Group
SWOT Analysis	:	Which stands for Strengths, Weaknesses, Opportunities and Threats

CHAPTER -1

RESEARCH METHODOLOGY

- 1.1 Introduction**
- 1.2 Survey of Literature**
- 1.3 Objectives of the Study**
- 1.4 Hypothesis**
- 1.5 Research Methodology**
- 1.6 Frame Work**
- 1.7 Future direction for Research.**

RESEARCH METHODOLOGY

Introduction

Modern societies have many legacies-including those associated with travel. Since travel is an ancient behavior, any study of tourism is incomplete without a historical perspective. History provides a context for current tourism activity and policy. Without looking back, it would be easy to imagine that most people have always been able to travel freely and safely from country to country. But upon closer scrutiny, we see that freedom to travel for people of modest means is a very current privilege.

Even as recently as the mid-1800s, most travel was reserved for the well-to-do, the powerful, and the determined or curious explorer. Middle-to lower-income citizens stayed at home and tended to their lives and business. For these people, travel was an occasional trip to a neighboring community or an infrequent trip to a larger city hosting a state fair or religious meeting. International travel was rare and usually impossible due to lack of resources or to policy restrictions. History also reveals the harsh realities of travel in earlier times and civilizations. Accommodations-if even available-were minimal, foods were basic and meager, and a sense of hospitality was often lacking.

Tourism has a history colored with both success and failure. For the most part, tourism is a story of rapid change effected by industrial and technological advances. Most of tourism's success is epitomized by a single, symbolic measure: the rapidly decreasing amount of time it takes to travel from one place to another. Today, a person can cross the country by air from New York to Los Angeles in four to five hours. Just 100 years earlier, such a trip would be stretched from days into weeks-and would be accompanied by frustration and hardship over rough or nearly impassable roads. From a historical point of view, advances in tourism have been spectacular. This chapter will examine the evolution of tourism as well as anticipate some of the changes we can expect in the travel world.

Travel in Prehistoric Times

Early humans lived hard lives. Evidence from the latter part of the Paleolithic age (roughly 32,000 B.C. to 10,000 B.C.) suggests that all human activity focused upon day-to-day survival. The search for basic necessities-food, water, and shelter-kept early hunters and gatherers on the move. This often meant difficult and dangerous travel for families or entire communities.

People traveled by foot over paths, open fields, forests, and low marsh lands. Foot trails were useful when available. More often, early humans had to travel to new, unfamiliar locations-which meant breaking new trails. Movement across the landscape was a perilous adventure that required caution and skill. Like the aims they hunted, prehistoric humans had to cope with dangerous predators-such as hunting etc. Once a hospitable region was explored, foot paths were developed that led to hunting grounds and to seasonal sources of food and water.

The discovery and control of fire, the use of tools, and the ability to build shelters broadened the range of travel. Fire gave early travelers protection and warmth in different environments. The ability to use tools and build shelters permitted prehistoric humans to travel to new hunting grounds and food gathering locations even in extreme or unpredictable weather.

It is important to note that prehistoric humans did not transport their tools. These nomadic people fashioned tools from natural resources and materials found in their new surroundings such as stone, wood, and bones. Carrying any objects on a trip was probably difficult since animals of burden were not domesticated until 10,000 B.C. to 9000 B.C.

Although travelling was rigorous and unsafe, it did not stop early people from migrating all over the globe. Today, humans occupy all the major land masses. As one source notes: most families of mammals are less than worldwide in their distribution. Man shares his very unusual cosmopolitan misdistribution with only three families of bats and some mice and rats."¹ Although we may be uncomfortable with the company we keep as world travelers, the point is reaffirmed: humans have traveled since the beginning of time.

Travel in Neolithic Times

The Neolithic age refers to a time of change which began about 10,000 B.C. During this period, primitive people, settled in more permanent areas, formed agricultural communities, and developed elementary cultures. These agricultural communities had many advantages over the nomadic tribes of the Paleolithic era. For one, the community was more likely to have a reliable food source. In addition, food could be stored and consumed at a later date-which reduced the need to migrate to new hunting grounds.

Several innovations during the Neolithic age changed the nature of travel forever. Sailing vessels were built in Egypt around 4000 B.C.² During this period, animals were being domesticated and trained to carry supplies, community members, weapons, and tools. Third, the Sumerians invented the wheel around 3500 B.C. and used it to move materials, people, military might, and to make pottery and tools. Each development alone, and in combination, dramatically affected travel. The burdens of travel were considerably reduced and the distance which a person, group, or whole community could travel expanded from a few miles to hundreds.

Most early travel was associated with the trade and exchange of goods. Growing agricultural communities were able to maintain reliable sources of food and water and offered some measure of safety and stability for travelers. This security fostered exchanges of surplus food, artifacts, tools, and weapons among neighboring communities and cultures. Innovations in the means of travel also made trading a realistic venture for some community members.

Related to the rise of travel for trade was the development of media of exchange between communities. Before coins were invented, valuables such as attractive jewelry, knives, and implements for lighting fires served as exchange media. The first coins were developed around 680 B.C.³ They were irregular and round in shape with official imprints stamped by the issuing government. With the coin, travel costs could be managed without transporting cumbersome, perishable, and often heavy bundles of valuables for barter.

The unique cultures and religions which emerged during the Neolithic revolution fostered travel for religious and spiritual purposes. While earlier

hunters and gatherers traveled to survive, the people of primitive agricultural communities were able to set aside regular times for spiritual events and festivals. Some members of the community traveled to shrines, burial grounds, sacred locations, and places of exceptional beauty of mystery.

The leisure time required for pleasure travel was very scarce in primitive societies-even in the first agricultural communities. As these communities stabilized, and as surplus food supplies and trade increased, leisure time did appear for some people. The quality of life for community members was significantly higher than for members of earlier hunting and gathering tribes. Gradually, the number of options increased in terms of how people could choose to spend their time and their resources.

Travel in Ancient Civilizations

Many historians and anthropologists consider travel for trade and commerce a common activity in ancient civilizations. Civilizations of great power, long duration, and extensive dominion were also known for sophisticated levels of commerce. As commerce grew, so did travel for pleasure. The societies of Greece, Egypt, and Rome openly encouraged pleasure travel by providing necessary ways and means. With such support, travel contributed to the success of each of these great empires.

Condition for Travel

The ever-increasing specialization of labor within ancient civilizations fostered the growth of travel. As ancient communities grew in size, the tasks and roles of the population became more specialized and skilled. This made it possible for communities to develop an array of products that increased in quality with each generation. Crafts persons honed their skills and passed them on to family members or others willing to learn. Such division of skills meant that people needed to exchange goods to survive. For example, a craft person busy producing pottery would not have time to plant and harvest crops for food. This scarcity of time required the craftsman to obtain such necessities through barter and trade with a person who specialized in planting and harvesting crops.

The exchange of products and currency required travel. Caravans and trade expeditions moved people, products, and ideas between cultures. The oceans provided the major routes of travel for the cultures centered in the Mediterranean-particularly the Greek, Egyptian, and Roman empires. Roads, too, supported the swift development of military power and facilitated the exchange of goods over vast distances. Over time, the earliest foot trails became overland trade routes. As these routes were maintained and improved, they became the basis for extensive road systems.

Road systems were quite advanced in several ancient civilizations. The Romans were excellent road builders. Well-maintained road systems were extremely important to the Roman Empire because they supported rapid communication across the republic. Road systems, too, enabled swift and effective military movement which kept the empire intact. In fact, the quality of life for citizens within the Roman Empire was partly due to the diversity of goods, food, and services made possible by an effective road system.

Based upon the history and quality of these road systems, we can assume that travel was an important part of commerce, government, and cultural exchange during the rule of the Romans. In the latter years of the Roman Empire, the road system included inns, stables for animals, and crude maps or itineraries. Travel was on foot, on horseback, in carriages of various types, or in a litter- a covered or curtained couch carried by slaves or servants.

Travel technologies and the ability to support commerce and trade over long distances resulted in improvements for travel of all types-including pleasure, communications, and military travel. After conflicts and wars, the victor usually absorbed the best innovations, social behaviors, tools, and implements of the conquered. Conquered lands had to be managed, controlled, and supplied-and that required those in power to settle within the new lands and adapt to a new setting, new land, and people. Travel blossomed as those in power and the new citizens moved back and forth between territories. With peace established, military routes became routes of commerce, and of political, social, and religious exchange.

Early Pleasure and Religious Travel

While military and commercial goals may have been major stimuli for early travel, the wonders of travel itself were not lost on the peoples of ancient societies. Ancient travelers were lured to new lands to discover beautiful places, to experience natural attractions, and to obtain curios. However, the majority of pleasure travel was allowed or affordable only by those in power or with sufficient resources.

Those with the necessary resources frequently traveled for religious purposes. The monuments to the gods became travel destinations that people visited out of religious motives or curiosity. Ancient Egyptians traveled to religious centers up and down the Nile, Greeks traveled to Mt. Olympus, and the early Christians traveled to the holy cities of Jerusalem and Rome.

Cultural events often developed from religious festivals and became attractions in their own right. Examples from Greece include classical drama and the Olympic games. These popular events attracted local residents from the countryside and the foreign visitor. Some Greek plays had religious overtones while the games originated in a spiritual festival in honor of Zeus. Greek literature and philosophy also underscored leisure and travel in the pursuit of self-enrichment and exploration. Philosophers Plato and Aristotle both stressed the importance of leisure to society, arguing that such activities helped develop better citizens and political leaders. Nowhere is the Greek fascination for travel more clearly illustrated than in the *Iliad* and the *Odyssey*-epics written by Homer around 700 B.C.

The Romans, too, traveled for a variety of reasons and enjoyed such attractions as natural beauty, creations of artists, and the infamous coliseum games. The Romans had safe access to Egypt, Asia Minor, Greece, and extensive parts of present-day Europe and Africa. Travel for business, pleasure, religion, and sport was recognized as an important use of a well-to-do Roman's leisure time and discretionary resources.

The primary conditions that nurtured travel were present during the time of the Roman Empire. The Roman citizen had the resources and time for travel. The empire, too, provided the support services such as roads, inns, slaves, and a host of consumer goods. Holidays were plentiful. All the gods needed to be celebrated

and, of course, a military victory was an excellent reason for celebration. At one point, nearly a third of the day in a year were set aside for holidays.

With time and funds, the rich could travel- and they did. They were off to the sea, to Egypt to see the Pyramids, or to Greece to soak in the art and culture of the land.

“The year is AD 130. The place is Thebes, in Egypt by the colossal broken stone statute of Pharaoh Amenhotep III. The hour is shortly after drawn. Even though it’s early, a crowd of souvenir merchants is pressing forward. They proffer the usual mementos: little flasks of Nile water, terra-cotta replicas of the statue. But the merchants are elbowed aside to make way for a royal party: Emperor Hadrian, his queen Sabina, and assorted companions, attendants and guards. The Roman visitors have sailed all the way up the Nile to see Egypt’s most talked about sight the speaking statue. Every morning at this time, since the earthquake of 27 BC when its top fell off, the statue has emitted a cry, something like the snapping of a lute string. It must be the gods talking, or at least a freak of nature- either way; not to be missed.”⁴

The Roman of less means could also get away for an occasional pleasure trip. Boarding houses and inns were available to lodge travelers at popular locations such as the seashore. Such accommodations, however, did not include the comforts afforded the rich or well-to-do. Most such establishments were not the ideal place for a “family vacation” given the company of bedbugs, prostitutes, and gamblers.⁵

As the Roman Empire was awash in the pleasures of games, festivals, and leisure, another movement was emerging as the next dominant force to control leisure and travel behavior-Christianity. The stability of the Empire permitted relatively free flow of travel for the teachers of this new religion. In the time immediately after the life of Christ, the Apostles moved about the Roman Empire, taking advantage of the safe, quality road system.

The fall of the Roman Empire retarded the development of travel in old Roman territories, across Europe, and in parts of Asia minor for centuries. The social, political, architectural, and philosophical excellence of Roman society were vanquished, set aside, and, in many cases, destroyed. The power of the

Church in the centuries after Christ became a force that dictated social and moral norms.

Travel in the Middle Ages

The fall of the Roman Empire between A.D.400 and A.D. 500 ushered in changes that profoundly affected travel. In the centuries that followed, to about A.D. 1000, the safety, services, and comforts of travel disappeared. Local travel continued in response to limited bartering and trade. However, civil wars, changes in leadership, and shifting political and military boundaries made travel difficult and dangerous. Limited trade among the European feudal communities represented most of the significant travel that occurred.

The Middle-or Dark-Ages were indeed dark times for travel. The luxury of vacation travel disappeared. Resources required for the common person to travel were no longer available. The new rulers of the old Roman lands did not continue to develop leisure activities for the masses. The common person was subjected to a life of toil in the service of land owners in return for food, shelter, and protection.

During these times, the Roman Catholic Church became a central force throughout Europe. At first, the Catholic Church was one of many religions. But as wars continued, the Catholic Church remained constant and became a comfort to individuals in a dangerous and warring world. Gradually, Catholicism replaced pagan religions and rituals. The Roman festivals, games, and holidays gave way to Catholic holy days. These holy days were just as plentiful as their Roman counterparts, but more sober in vein. They required solemn reflection-not the gay revelry of times past. Furthermore, the Catholic Church interpreted Christ's teachings to mean that the pleasures of this earth were to be denied and scorned.

Travel in the Renaissance

The Renaissance was a time of enlightenment, change, and exploration from the fourteenth to the seventeenth century. During this period, the Grand Tour of Europe emerged as one of the first manifestations of upper-class travel. It is here, too, that we see the beginnings of modern tourism.

The Grand Tour

The Grand Tour began as an educational experience for the sons of the English aristocracy. Generally, the tour started in England and had the major cultural cities of Italy as its ultimate destination. A typical tour took the young traveler, his servants, and tutors to France, to Rome, and then back to England via Germany and the Netherlands.

The Grand Tour encompassed the period from 1500 to about 1820. During its early years, the Grand Tour could last as long as 40 months because of the extensive amount of study involved. For example, the young aristocrat could spend an entire year studying a new language or a particular type of literature.

Near the end of the Grand Tour era, the trip lasted a mere four months, and the age of the average traveler had increased. By the 1800s, the Grand Tour, for the most part, was taken by members of the upper and middle classes. These individuals traveled more for pleasure than for an extended educational tour.⁶

During the latter part of the Grand Tour, travel was facilitated by transportation rentals. An important transportation advance in the 1700s was the “all-inclusive” rental or purchase agreement. Upon arriving on the continent, English tourists could purchase or rent a carriage that they later returned or sold back to the original establishment. In 1820, carriages could be rented at hotels for travel throughout Europe—much like rental cars can today. In 1829, a travel merchant in London offered one of the first all-inclusive trips to Switzerland for 16 days covering all transportation, food, and lodging⁷. Thus, the all-inclusive package tour was born.

Travel in the Industrial Age

During the industrial age, the economies of nations shifted from rural agriculture to urban-based industry. The structure of employment, class, and affluence shifted as well. More and more people were able to travel for health, pleasure, and curiosity. Expanding railroads, distant travel by sea, and the coach system all contributed to the democratization of travel.

Travel Motivations

Health and pleasure were strong travel motivations during the seventeenth and eighteenth centuries. The Grand Tour gave way to vacation types of travel for family and friends. Across Europe, the wealthy traveled to spas to experience the curative effects of hot mineral springs. Spas became major travel attractions for the rich who sought good health, good company, and good fun. Over time, spas expanded their facilities and became less exclusive and more available to the common traveler.

Before the revolutionary War in the United States, residents of the American colonies traveled to seaside resorts and spas much like their European counterparts. Popular sites included Yellow Springs near Philadelphia, Stafford Springs in Connecticut, and Berkeley Springs in Virginia. Like the European spas, the American spas attracted the rich and famous, including early presidents such as George Washington and John Adams. American spas grew in size and popularity well into the 1800s.⁸ Cheaper travel accommodations and the increasing ability to serve more guests made the spas and seaside resorts accessible to the expanding population of travelers. Also, as the Puritans lost some of their control over colonial social life, the taboos against such light-hearted activities waned.

As the social climate changed and the validity of the “Cures” provided by spas were challenged, the more forthright motivations for these vacation trips surfaced. Most came for a good time, to meet new people, and to be seen with those of wealth, fame, and status. To our modern minds, the kinds of illness supposedly cured by the spring waters reads like a list of ancient mystical spells.

Strong motivations for travel were also generated through a movement in literature and the arts. Though the early 1800s, writers, poets, artists, and explorers extolled the virtues of the natural world. This love of nature, beauty, and the sublime represented the romantic period-or romanticism in Europe and America. Stories of beautiful landscapes, majestic mountains, and vast oceans were passed on to the masses for their enjoyment; through these stories, the public developed an interest in faraway places and unknown lands. In other words, the precursor for travel was set in the minds of people.

In Europe, Lord Byron wrote of his travel in poetry. A famous passage from Byron illustrates his strong feelings about nature and echoed the feelings of many artists and writers in the 1800s.

There is a pleasure in the pathless woods,
There is a rapture on the lonely shore,
There is society, where none intrudes,
By the deep sea and music in its roar:
I love not Man the less, but Nature more,
From these our interviews, in which I steal
From all may be, or have been before,
To mingle with the Universe, and feel
What I can ne'er express, yet cannot all conceal.⁹

For the romantics, nature was difficult to express since it filled one with such joy and mystery. In the United States, writers claimed that the stresses of the city were unhealthy for body and mind; to be closer to God, one needed to be with nature. For the well-off and members of the arts, nature appreciation was a reason to travel, to tour, and to see the landscapes of America and Europe.¹⁰ Through painting and writing, the artists of the romantic period generated an interest in landscapes, primitive peoples and living conditions, and travel for the adventure of it.

Transportation

Another element in the tourism equation is transportation. The early tourists traveled on foot, on beats of burden, by boat, and on wheeled vehicles.

Stagecoach Travel

Coaches were invented in Hungary in the fifteenth century and provided regular service there on prescribed routes. By the nineteenth century, stagecoach travel had become quite popular, especially in UK. The development of the famous English tavern was brought about by the need for overnight lodging by stagecoach passengers.¹¹

Rail Travel

Railways were first built in England in 1825 and carried passengers in 1830. the newly completed railway between Liverpool and Manchester featured special provision for passengers. The rail road's directors did not expect much passenger business, but time proved them wrong. The typical charge of only 1 penny per mile created a sizable demand for rail travel-much to the delight of the rail companies. Because these fares were much lower then stagecoach fares, rail travel became widely accepted even for those with low incomes ¹²

Automobile and Motor coach Travel

Automobiles entered the travel scene in the U.S. when Henry Ford introduced his famous Model T IN 1908. The relatively cheap “ revolutionized travel in the country, creating a demand for better roads. By 1920 a road network became available, leading to the automobile's current dominance of the travel industry. Today the automobile accounts for about 84 percent of inter city miles traveled and is the mode of travel for approximately 80 percent of all trips. Motor coaches also came into use soon after the popularization of the automobile and remain a major made of transportation.

Air Travel

Nearly 16 years after the airplane's first flight at Kitty Hawk, North Carolina in 1903, regularly scheduled air services began in Germany, and the carrier later became known as Deutsche Lufthansa. Today Lufthansa is a major international airline. The first transatlantic passenger was Charles A. Levine, who flew with Clarence Chamberlain nonstop from New York to Germany. This was shortly after Charles Lindbergh's historic solo flight from New York to Paris.

The first international mail route was flown by Pan American Airways from Key West, Florida to Havana, Cuba on October 1927. The various U.S. airlines gradually expanded their services to more cities and international destinations. During World War II their equipment and most staff were devoted to war services. Development of the DC-3 and the Boeing 314A transoceanic clipper in the early 1940s established paying passenger traffic and brought about much wider acceptance of air travel. The jet engine, invented in England by Frank

Whittle, was used on such military planes at the B-52. the first American commercial jet was the Boeing 707.

Because of its speed, comfort, and safety, air travel is the leading mode of public transportation today.¹³

The First Travel Agent

In 1822, Robert Smart of Bristol, England, announced himself as the first steamship agent. He began booking passengers on steamers to various Bristol channel ports and to Dublin, Ireland.

In 1841, Thomas cook began running a special excursion train from Leicester to Loughborough (in England) , a trip of 12 miles. On July 5 of that year, Cook's train carried 570 passengers at a round-trip price of 1 shilling per passenger, this is believed to be the first publicly advertised excursion train. Thus, Cook can rightfully be recognized as the first excursion agent; his pioneering efforts were eventually copied widely in all parts of the world. Cook's company grew rapidly, providing escorted tours to the continent and later to the U.S. and around the world. The company continues to be one of the world's largest travel organizations.

The Cook's tours between 1850 and 1900 foreshadowed the true age of travel for masses. However, it is difficult to say exactly when such tourism and travel truly became available, certainly, the advent of railroads, large safe ships, and Cook's packaged tours gave millions of middle-class people an opportunity to travel beyond their own communities. A world was now open to the middle-class that was once open only to the very rich. But even so, tourism required time; time has always been a scarce resource for working people even when money for travel is not an object.

The cook's Tours between 1850 and 1900 foreshadowed the true age of travel for the masses. However, it is difficult to say exactly when such tourism and travel truly, became available. Certainly, the advent of railroads, large safe ships, and Cook's packaged tours gave millions of middle-class people an opportunity to travel beyond their own communities. A world was now open to the middle class that was once open only to the very rich. But even so, tourism required more than

money-it required time. Time has always been a scarce resource for working people-even when money for travel is not an object.¹⁴

The Emergence of Modern Mass Tourism

A series of key technological, political, and social events during the first 50 years of the twentieth century finally made tourism a major worldwide business and leisure experience for the middle class. While travel was greatly limited during the two world wars, the desire to travel seemed to increase. Following each of these wars, people were anxious to travel and put their wartime anguish and concerns behind them. This suggests that travel increases when conflict subsides and normalcy is re-established between nations.

The two world wars hastened technological advancement-primarily in the field of weaponry. Some wartime innovations benefited tourism. For example, after World War I, surplus ships were converted to ocean liners-thus promoting the growth of the world travel by ship. In 1928, a reported 437,000 Americans sailed abroad..¹⁵ First and second class travel became popular on ships crossing the Atlantic and Pacific. Some have called this period a glorious time for travel-a time that reflects the excitement of the 1920s before the stock market crash of 1929 and the Great Depression.

However, it was not so much economy that reduced sea travel as it was the emergence of the automobile and the airplane. Both became reliable modes of travel for a large middle class-a middle class which had the financial means and leisure time for travel. In this sense, modern mass tourism had come into its own.

Leisure Time

Historically, holy days created free time for the masses to travel, relax, and be away from work. After World War I, industries within several countries considered granting holidays for their employees. In England, while labor unions were obtaining benefits such as paid holidays, youth movements-such as the Co-operative Holidays Association, and the Workers Travel Association- were organizing for travel to foster personal development and culture. In the United

States, the workweek was shrinking, holidays were expanding, and the paid vacation was being considered.

Throughout the history of tourism, the common theme has been that the phenomenon affects the rich first, the middle class second, and the working class third. This theme also applied to the availability of leisure time as well. The public began to travel in earnest when paid vacations and holidays became available for all classes of workers. Throughout the industrial age, workweeks were long and hard with only Sundays off to rest. In the mid-to late-1800s, a laborer could work as many as 60 to 70 hours per week. The 40-hour workweek was not established until the Fair Labor Standards Act in 1938.

The shorter workweek, paid holidays, and longer vacations were conditions that facilitated mass tourism. In addition, the increase in real incomes for the working and middle class contributed to the arrival of mass leisure and tourism after World War II.

Travel and tourism has continued its transformation in more recent times. As general travel took off with the airlines in the 1960s, other changes occurred around the world that altered the course of tourism. Two important social and economic events that influenced the world in a dramatic way were the oil crisis of the mid-to late-1970s and the recession of the early 1980s. In each event, travel and tourism were challenged by costs and policy. Potential automobile tourists faced fuel shortages, higher costs at the pump, and the uncertainty of whether fuel would even be available. Needless to say, travel volume diminished in the United States during each of these crises. In addition, U.S. policy addressing fuel shortages was often directly aimed at the leisure use of the automobile, boats, and recreation vehicles. Weekend closing of gas stations and allocation programs fell most heavily upon the tourist.

With the 1979 oil embargo, the world also entered into a recession. Not only were fuel prices high, but so were the costs of many other goods and services-including tourism. Inflation pushed prices higher month by month. The vacation dreamed of during the winter could be beyond reach by the time summer arrived. Many people, too, feared unemployment. This discouraged traveling great distances at high prices. It took several years before people felt confident

about traveling again and before tourism recovered from the effects of the recession.

Other major factors and events which shaped tourism in recent years included shifts in tourism policy, advances in technology, and the growth of theme parks and finally attack on World Trade Center in New York Sept 11, 2001 has changed the world of tourism totally.

Tourism denotes the temporary, short-term movement of people to destination outside the places where they normally live and work and their activities during the stay at these destinations. Much of this movement is international in character and much of it's a leisure activity. In recent years it has become an important factor in world trade and a major element in the balance of payments of many countries, which has grown faster than the trade goods. For countries, regions, towns, and villages, which attract tourists in large numbers, tourism can be significant element in their prosperity. Tourism generates wealth and employment. It is major source of income and employment for individuals in many places deficient in natural resources other than climate and scenery. It makes use of resources, which may not be used otherwise, in particular of unemployed labour in developing countries and regions with few or no alternative sources of employment. Beaches, moors, and snowfields are examples of natural resources, which cannot readily contribute to the economic well-being of the area, except through the medium of tourism. It is also a major source of income to many transport operators, providers of accommodation and entertainment, shops, and other businesses. For residents of an area tourism often provides amenities which the resident population would not be able to support otherwise. But if not skillfully managed, the injection of a large alien population into a society may also give rise to social and political tensions, which may vitiate the economic benefits the tourists bring.

By its very nature, tourism is a conspicuous phenomenon. The incidence of a mobile population visiting places outside their normal domicile is an expression of living standards and quality of life. It can also decisively influence living standard and quality of life in places visited; it is one of the visible pressure which modern civilization exert on the environment. Tourism is also a highly complex phenomenon. It involves the activities and interests not only of large

transport undertakings, owners of tourist sites and attractions, and of various tourist services at the destination, but also of central and local government. Each of these serve both the resident population and visitors, and their management must reconcile the needs of tourists with the needs of the resident population.

Tourism is in short an important human activity not only of economic significance, but also of social, cultural, an educational significance.

The complex nature of tourism implies the many academic disciplines are involved in its study. Basic disciplines such as economic, geography, psychology, and sociology, as well as newer disciplines of politics, management, and marketing, all have a contribution to make, in addition to such tools and techniques as market research, planning, and statistics.

The Impact of Tourism on Developing Economy

For more than 40 years, tourism has been considered as an economic panacea for developing countries. Often dubbed as the white industry, it is although be a vital development agent and an ideal economic alternative to more traditional primary and secondary sectors. International tourism in particular from the developed to the developing countries is seen as generating crucially needed foreign exchange earnings infusing badly needed capital into the economy of developing countries, the successful example of Spain, which managed to use the tourism in its development process as an income generator, reinforced the notion that countries with ' Sand, Sun, and Sea ' resources, which most developing countries incidentally have, can overcome other infrastructural, locational, and economic disadvantages and sell the tourist product. Stagnating and highly unreliable commodity prices as well as import barriers for manufactured goods in many developed nations only serve to focus the economic options on tertiary activities, with tourism undoubtedly being the most important one. For the lack of alternative development options and in view of the ever growing number of outbound tourists, most developing countries have opted for participation in the international tourism industry.¹⁶ Especially for small developing countries with few primary resources and small industrial base, and particularly for small

microstates, tourism often constitutes the only viable economic activity within their economic means and their resources base.¹⁷

Rapid population growth, high unemployment, increasing social and regional disparities, high trade deficits, monostructured economies, and a generally high dependency on the industrialized countries force developing countries to utilize all of their available resources to survive. Among these resources are their climate, which promises a lot of sun-seekers from the developed countries, exotic landscapes, people and cultures, and a usually very favorable exchange rate. In addition, the major attractions for mass tourism, sand, sun and sea, are available to all but a few of the developing countries. While some countries like Tunisia, Morocco, Mexico, and many Caribbean countries have gambled early on tourism, others like Vietnam, Laos and Bhutan have only recently joined the ranks of developing countries that are trying to benefit from international tourism. Employment and income generation, increase in foreign exchange and tax earnings, reduction of rural-urban migration, and balancing the trade account are the most often conceived goals of tourism development.¹⁸ Yet to date, tourism often has not endowed developing countries with the envisaged economic benefits. Furthermore, a considerable number of socio-cultural and physical impacts have emerged that seriously deflect from the potential benefits that tourism can bring to developing countries when planned and managed appropriately.

Tourism is no more considered as a secondary sector of Jordan economy, in view of vital role it has been playing in the gross domestic product. It's one of the economic sectors that have the potential to enhance the national economy in terms of the exportation of services and increasing the reserves of foreign currencies.

Jordan unlike other Arab countries especially the oil-producing ones, is known for its meagre natural resources. Hence, it dedicated most of its efforts to manage and develop its human resources to become the main source of economic development. Therefore tourism industry has emerged as major force in the growing services sector that provides new opportunity in the labour market. This

is done through securing a sustainable tourism development, not just an unmanageable temporary boom.

Tourism in Jordan is a barometer of the political situation in the Middle East and tourist arrivals are subject to a remarkable fluctuation. This puts great pressure on Management, Planning, Investment and even Employment in this sector. On the other hand, the government of Jordan considers tourism as the country's oil and has invested considerable efforts to encourage local and foreign investors to develop tourism facilities in order to increase tourist numbers.

Survey of Literature

In the process of surveying the literature, it has been observed that no doctoral thesis has been submitted on tourism industry covering its management aspect. There are many studies on tourism marketing in the form of doctoral thesis by Dr. Momani, submitted with Jaipur University, Jaipur. In department of public administration in 1999, otherwise one finds no records of work done in the field of tourism with special reference the emphasis on tourism management in Jordan in particular. The same case is there with dissertations taking the management aspect into consideration, no academic work has so far been done in tourism management. Coming to the articles published in non-academic journals one observes that most the articles concentrate on the role of tourism in Jordan economy, development of touristic sites and back-up services quality and efficiency of tourism services, quality and efficiency of tourism services, tourism public awareness, impact of political affairs on tourism, marketing of Jordan tourism product, and finally domestic tourism.

Articles and notes appearing in newspapers also do not highlight any aspect of management being practiced in MOTA and its institutions. These articles mostly informative and statistical in nature and give an idea on policies, strategies, planning and other issues related with tourism in general but not management in specific. Now some of these works are classified into the following headings:

- H. E. Mr. Aqil Beltaji (July 1999). The minister of tourism, his article highlights the importance of tourism in the international economy and the prospects for the growth of the international tourism movement, including tourism

in the Middle East, in addition, the article points out the high expectations the country builds upon tourism sector as an indispensable tool to activate the Jordanian economy and steer it towards growth. Mr. Beltaji also projected Jordan's preparations and current projects to enhance its capacity of attracting various kinds of tourism.

- Mr. Beltaji emphasized the necessity of cooperation between the public sector and private sectors, which as he said is only possible through a "vision statement". A vision statement enables us to understand our position in an attempt to define a task statement. A task statement attempt to facilitate the following endeavors: developed and advanced tourism industry that can effectively make use of relative as well as comparative advantages, improve archaeological sites and tourist resources, boost the components of Jordanian tourist products, enlarge of the role of private sector in the field of investment, and finally develop laws and regulations to attract capital. A task statement also aims at upgrading tourism services to make them emulate the highest international standards while raising tourism awareness within the framework of tourism sustained development. It includes reinforcement of the institutional structure through the development of tourist-crafts legislation related to human resources. Finally, a task statement seeks to provide leadership for marketing and promotion policies in regional and global markets. At the end of his article Mr. Beltaji urged for the expansion of hotels and other specialized facilities to attract what is called "conference tourism". Providing it with incentives and special privileges because of its current importance.

-Mrs. Nisreen Barakat(Ministry of Planning), 1999. in her article she pointed out that tourism promotion carried out by both public and private sectors is still small in Jordan compared with neighboring countries like Egypt and Israel. She called for studies to be conducted with a view to understanding the type of tourists who visit Jordan and the services they requires that appropriate plans may be prepared to receive such tourists. Hence Mrs. Barakat requested that the Ministry of Tourism play a basic and effective role in the establishment of a specialized department that prepares such studies in a bid to help decision makers carry out sound and strategic planning. She added that we must not content ourselves with concentrating on Western tourists but also pay due attention to attracting Arab

tourists by opening promotion offices in Arab countries, which will be helpful in maintaining tourism year round. She also urged the peace process be exploited for the benefit of tourism in Jordan. Finally, she recommended that the tourist planning must concentrate on the oriental civilization and culture to enable a foreign tourist have first hand knowledge of this unique quality which he may not find in his own country.

- Mr. Michel Nazzal (president of the Hotel Associations),1998. in his article he confirmed that large funds have been allocated for the Tourist Promotion Corporation to market the Jordanian tourism product in the Arab Gulf for the purpose of combating seasonality in tourism. However, he pointed out that hotel occupancy rates are still inadequate and he suggested that a solution to the “driver-guide” problem might be found by permitting the tourist guide to drive the means of transport. Addressing these two issues may help boost individual and family tourism.

- Dr. Majdi Sabri (Royal Jordanian Airlines) 1999, in his article he noted that political conditions in this part of the world adversely affect tourism. Even in Israel itself where the tourism rate are dropped by 35 per cent below the last year’s rate. Dr .Sabri believes that control of tourism seasonality lies in the hands of Jordanian tourist sector which must offer low prices in seasons which suffer from weak demand for tourism. Finally, he recommended the use of the Internet to promote tourism in Jordan.

- Dr. Habis Samawi (University of Jordan) 1999, in his article indicated that clear flaws exist in the tourism process which the Ministry of Tourism cannot cope with in a limited period of time. Here, joint efforts should be collectively exerted by both private and public sectors, and not by mere reliance on the work done by the Ministry of Tourism. He went on to say that domestic tourism in Jordan is completely absent, despite the fact that it is the basic starting point in the tourism process. He also demanded that tourism studies or questionnaires be completed for the assessment of tourism performance in Jordan. Dr. Samawi concluded by saying that it is not possible to rely only on the number of tourists coming to Jordan as an indicator of the actual state of tourism, suggesting that average length of visit is more important indicator.

- Dr. Jawadat Qusus (al-Isra University) 1999, in his articles, he pointed out that citizen's awareness in Jordan is totally absent. Jordanians do not know yet how to benefit from tourism and the same time how to serve tourism in their country. He then touched on the problems facing the Abu Jabir project in karak (Karak Kan Zaman) and explained that Mu'atah buses were placed at the gate of the tourist center although the center cost a lot of money spent on its conservation. Dr. Qusus wondered: Is this the best way to deal with tourism promotion both at home and abroad? He concluded by saying that scenarios promoting Jordan are non- existent and then asked whether Royal Jordanian Airlines would be willing to market Jordanian tourist product.

Objectives of the Study

- i- To investigate MOTA goals and policies.
- ii- To study role of the total process of managing MOTA.
- iii- To study the changing environment of tourism in Jordan.
- iv- To study the main problems faced by MOTA.
- v- To study the financial management policies of MOTA.
- vi- To study the role of domestic tourism in economic development in Jordan.
- vii- To study the international tourism growth and it's impact on economic development on Jordan.
- viii- To study the management and marketing of tourism by MOTA.
- ix- To study a regulatory framework for tourism sector to achieve the necessary standards and quality.
- x- To study the human resources development programmes in tourism sector.

Heypothesis of The Study

The Ministry of Tourism and Antiquities is the governmental body responsible for the tourism industry in Jordan. Its main purpose as emphasized in the act no(20) of the year 1988. is to manage and develop tourism through conservation and development and management of archaeological sites throughout Jordan for

the purpose of visitation. It is also responsible for clearing tourism related investments and to forward proposals and action plans for tourism development with collaboration of other sectors. In this study we have taken the managerial approach at the micro level, on the management activities of MOTA. The hypothesis of our study is

- That MOTA is being managed effectively and organizational development program has been continuously executed to improve the managerial capacity of MOTA and the skills and knowledge of it's personnel.
- That MOTA focuses on management activities necessary to develop tourism industry, such as, planning, research, advertising, control and coordination. It is managerial objectives geared to change to meet shifts in tourism environment. It is acting as valuable agent in economic development of Jordan, and fostering tourism growth. It is playing great role in shaping tourism in Jordan.
- That MOTA is playing major role in tourism development and providing overview the main tools available to government in initiating, supporting and restricting tourism. It is necessary to develop tourism industry in Jordan, providing tourism development plans, investment incentives or disincentives, general legislative regulations, financing of tourism infrastructure, marketing the country overseas, and also domestically, and maintaining close link with other sectors, trade and professional association, and consulting organizations on tourism, such as, council on tourism and training, and joint marketing board.²⁰

Research Methodology

In the completion of this work I have relied upon both sources i.e. primary and secondary. For the collection of data from primary sources, a questionnaire has been prepared. The respondents to the questionnaire are the executives of MOTA and Jordanian tourists in general.

Information regarding management of tourism sector is gathered through interviews with the top management of MOTA. The main objective of this to know about working and management activities of MOTA. Apart from this our

intention is to explain to top management about the study, its importance and criticality of their participation and thus arouse interest in them to seek their commitment individually.

Secondary data has been collected from studies and researches about tourism industry in Jordan and the World, official, private and international institutions have been used for collecting secondary data.

Also journals, reports, periodicals, statements, government publication, internet and other literature etc, have been utilized in the study.

A modest experience of myself in tourism sector as an expert in the field of tourism in the United Nations Development Program (UNDP), and also as a tourism manager in the private sector have been a great help.

Future Direction for Research

The present study has covered a very important segment of tourism industry in Jordan i.e. MOTA and other government institutions related and connected with it. It is possible and will be of interest also if the future research is undertaken in the following areas with different emphasis:-

- i- The management functions - how far applicable in a travel agency business.
- ii- The management functions -how far applicable in a tour operator business.

Especially in out-bound tourism.

In-bound tourism.

- iii- The principle of management - how far the service industry specially tourism is aware of and makes use of that.

Frame Work

Keeping in view the objectives of the study the present work has been divided into six chapters.

In the first chapter, an attempt has been made to highlight the historical background of tourism because any study of tourism is incomplete without a historical perspective. Tourism has a history of both success and failure. For the most part, tourism is a story of rapid change effected by industrial and technological advances but advances in tourism have been spectacular.

Historical stages in tourism such as travel in prehistoric times, travel in Neolithic times, travel in ancient civilization, condition for travel stimuli for air travel, travel in middle ages, travel in the Renaissance, the grand tour, travel motivation, transportation, the first travel agents, emergence of modern mass tourism, leisure time has been briefly discussed in the chapter.

After that we have pinpointed, the survey of literature, objectives of the study, hypothesis, research methodology, framework and the future direction of research.

In the second chapter, an attempt has been made to present the historical background of Jordan, its civilization which first appears prominently in the Bible. Though many periods passed throughout it, such as Amonities, Persian, Nabateens, Romans, Byzanatine, Islam, and Turks. After that we have talked about modern Jordan, a new and dynamic nation which has been forged in less than fifty years,

Jordan constitutes of various tribes that have migrated to the area over the years. More than 92 % of Jordanians are Sunni Muslims, and about 6% are Christians who live mainly in Amman, Madaba, Kerak and Salt. Several small Shi'a and Druze population can also be found in Jordan. Others minorities, the Bedouins, Palestinians and Circassian. This is followed by a quick look on modern Jordan, Jordanian economy, industry, finance and investment, and finally culture and tourism.

In the third chapter, we have discussed tourism in Jordan, there is a lot to offer of special interest of domestic tourism as well as international tourism to Jordan. The MOTA is now building up tourism around Petra in coordination with Aqaba and Wadi Rum. This gives Jordan a resort area, the romance of Arabian desert and these are archaeological gems of Petra. There is also a lot of festivals, in Jordan the famous is Jerash festival in summer which could be of great interest to foreign visitors.

Jordan is also becoming an ideal center for regional conferences. It is very active at overseas trade fairs. Jordan is developing spa facilities, specially around Zarka ma'in, an area of hot springs in the mountain overlooking the Dead Sea. A detailed discussion is there on Jordanian tourism product and tourist destination and the importance of tourism in Jordan.

In the fourth chapter, we have been highlighted the importance of international tourism to Jordan. Of course the highest purpose of tourism is to become better acquainted with people in other countries, because this furthers the understanding and appreciations that builds a better world for all. Travel raises levels of the human experience, recognition, and achievements in many areas of learning, research, and artistic activities.

Tourism is one of Jordan's major industry, and the sector has tremendous potential for future expansion. Tourists from within the region have traditionally accounted for most of Jordan's tourism. With the advent of peace, however, the country is poised to begin developing untapped potential for international tourism. We have highlighted Jordan's international tourism potential, and the most important tourism markets with the aim of promoting Jordan's touristic products in these markets such as, Europe, United States, Japan and South-Eastern Asia, The Gulf Cooperation Council States (GCC). In the end we have overviewed the importance of international tourism problem of growth and development, global forecast, and global forecast for next decade, economic impact of tourism, special benefits of tourism in Jordan and finally the future prospects of tourism in Jordan.

In the fifth chapter we have discussed about planning and management of tourism sector in Jordan. The responsibility of management basically lies with MOTA. All the important seven areas which included management of MOTA itself, regulation and control, research, marketing, product development, human resource development and public awareness are covered in our study. These seven areas when taken together also represent the contents of integrated plan for tourism. After that an analysis has been done regarding the performance and management of tourism sector since 1991. SWOT analysis has also been discussed regarding tourism sector in Jordan.

In the last chapter main problems faced by the industry are discussed in details, deficiencies in the management of this sector are also highlighted. In the end suggestions are being given to improve the performance and management of tourism industry in Jordan. Suggestions are classified into three broad categories, namely, suggestions for improving tourism management in Jordan, specific suggestions for improving tourist product, and general suggestions for tourism

development. These suggestions are important for sustainable tourism development in Jordan.

I, hereby, hope that this research will provide those who are interested in tourism management of Jordan a useful and appropriate information. Really, I feel very honor and proud to share and participate in providing modest solutions and suggestions for the sake of management and development of tourism sector in Jordan. Finally, I think that every one's responsibility is to express his love and devotion for the country he belongs to.

References

1. J.E. Spencer and W. L. Thomas, *Introducing Cultural Geography* (New York: Wiley, 1973), p.66.
2. The Queensbury Group, *The book of Key Facts* (New York: Paddington Press Ltd., 1978), p.6
3. C. Harold King, Arthur J. May, and Arnold Fletcher, *A History of Civilization: The Story of Our Heritage* (New York: Scribner, 1969), p.43.
4. Maxine Feifer, *Going Places: The Ways of the Tourist from Imperial Rome to the Present Day* (London: Macmillan London Ltd., 1985), p.7
5. Maxine Feifer, *Going Places: The Ways of the Tourist from Imperial Rome to the Present Day* (London: Macmillan London Ltd., 1985), p. 12
6. John Towner, "Approaches to Tourism History", *Annals of Tourism Research* 15 (1) (1988): p 301.
7. John Towner, "Approaches to Tourism History", *Annals of Tourism Research* 15 (1) (1988): p. 323.
8. Horace Sutton, *Travelers: The American Tourist from Stagecoach to Space Shuttle* (New York: Morrow, 1980), pp.11-34.
9. From Lord Byrn's "Childe Harold's Pilgrimage-A Romaunt," from Canto VI, 178. As it appears in M.H. Abrams, General ed., *The Norton Anthology of English Literature*-rev. ed. Vol. 2 (New York Norton, 1968), p. 315.
10. Roderick Nash, *Wilderness and the American Mind*, 3d ed. (New Haven: Yale University Press, 1982), p. 44.
11. Edmund Swinglehurst, *Cook's Tours: The Story of Popular Travel* (Dorset, U.K.: Blandford Press, 1982), p.15.
12. Edmund Swinglehurst, *Cook's Tours: The Story of Popular Travel* (Dorset, U.K.: Blandford Press, 1982), p.17.
13. Edmund Swinglehurst, *Cook's Tours: The Story of Popular Travel* (Dorset, U.K.: Blandford Press, 1982), p. 25; 65.
14. Horace Sutton, *Travelers: The American Tourist from Stagecoach to Space Shuttle* (New York: Morrow, 1980), p. 134.
15. Horace Sutton, *Travelers: The American Tourist from Stagecoach to Space Shuttle* (New York: Morrow, 1980), pp. 100-115.

16. Agel, P. Tourism Management, Tourism Marketing, Walter de Gruyter, Berlin/New York, 1993. P. 715-28.
17. Lee, G.P. future of National and regional tourism in developing countries. Tourism Management. 1987.p.8, 86-8.
18. Agel, P. Tourism Management, Tourism Marketing, Walter de Gruyter, Berlin/New York, 1993. P.715-28.
19. Ministry of Tourism and Antiquities, the development plan 1999-2003.

CHAPTER -2

JORDAN IN DETAILS, ALL ABOUT JORDAN

- 2.1 Jordan the Melting Pot of civilization**
- 2.2 Historical Background of Jordan**
- 2.3 Modern Jordan**
- 2.4 Geography and Climate**
- 2.5 The People of Jordan**
- 2.6 Economy**
- 2.7 Industry**
- 2.8 Finance and Investment**
- 2.9 Culture and Tourism**
- 2.10 Conclusion**

JORDAN- THE MELTING POT OF CIVILIZATION

Jordan stands at the cross-roads of trade and cultural exchange in the Middle East and African region. At this cross-road three of the greatest religions of mankind –Judaism, Christianity, and Islam flowered. Here, too the greatest empire –Egyptian, Hittite, Babylonian, Assyrian, Roman, Persian, Nabataean, Byzantine, Arab, Crusader conquered and destroyed, ruled, built, and created.

In Jordan it is almost impossible to sink a shovel into the ground without turning up some vestige of the past. Jordan has already uncovered a complete Roman Town and four perfectly preserved Roman. Theatres - one of which is smack in the middle of Amman's down town.

Jordan has Byzantine mosaics that are rival to ravenna, two crusader castles, six Umayyad palaces, and Petra-lost the world for centuries, breath takingly beautiful, strange, and mysteries to this day. It is one of the few places in the travel lexicon that can be truly be called unique.

Jordan is the holy land, from one end of the country to the other, familiar names and settings leap off the pages of the old testament, Here, too, Christ was baptized at the river Jordan, and he ministered through the high lands. There are a number of churches in Jordan commemorating his visit and marking his deeds.

History of Jordan

Jordan is as old as civilization itself, the earliest evidence of man's community life is found in the Jordan valley. Archeologists tell us that Jordan was occupied by settled communities, such as Beida and Jericho, as early as 700 B.C.¹ virtually all migrations and conquering armies of ancient times had to cross this land bridge which connected Asia and Africa.

Jordan first appears prominently in the Bible with arrival of Abraham in the land of Canaan.

The recent probably corresponds with the great migration of a north western Semetic tribe, the Amorities, which appeared in Jordan about 2000 B.C.² The period introduced Jordan in Biblical history. In the late 14th or early 13th B.C. the Israelites left Egypt, and after their long wandering in the wilderness moved north into the land of the Edomites. The Edomites refused them permission to

pass through the desert to reach the Arnon River, the north boundary of Moab. The weakness of the local rulers made it easy for the new comers to occupy the hill country of Transjordan.³

About the five of the Persian occupation in the 6th century B.C., the Nabataean Arabs became prominent in the South Jordan. They established their capital at Petra⁴, and for 600 years held the land formerly occupied by Edomites. The location of their territory astride the southern and Eastern trade routes from south Arabia and Egypt to Syria enabled them to demand high tariffs for protecting the caravans. Taking advantage of the frequent wars between the seleucids and the ptolemies, the Nabataeans extended their land west into Moab, west into the Negev, East to the Euphrates and south along the Red Sea.

At the time of the Nabataean expansion in the south a confederation of ten(10) cities situated on both sides of the Jordan came into being in the north. The Decapolis, as it was called, was patterned after Greek cities in language, culture and religion.

On the arrival of Pompey, the Romans formed the towns of Decapolis into a military alliance for self protection against the Jews, the Nabataeans, and the desert tribes. Later the Emperor Tragan joined Perea, the district between Arnon and the Decapolis, with the latter to create the province of Arbia (90A.D.).

Christianity gained afoot hold in Palestine and Jordan between the second and third centuries and spread rapidly after the conversion of constantine in the fourth century. Under the Byzantines the area enjoyed a period of peace and prosperity for 200 years. During the reign of Justinian (527-565) a large number of churches were built and pilgrimage was fostered East of the Jordan approximately 20 places were Episcopal scenes in the Byzantine period, and many of them still have titular bishops.

The country's tranquility ended abruptly in A.D.614 when the Persians, aided by Jews who wanted to avenge their misfortunes, swept through the country, devastating it as they want. Not long after the Persian conquest a new faith was born deep in the heart of Arabia under leadership of prophet Mohammad (peace be upon him). Fired with zeal of Islam, the new converts marched out of the desert, and within less than a century after Mohammad's

(death in 632 peace be upon him), had conquered the lands from the Atlantic on the west to the Indus River on the East. The empire they established was more extensive than Rome's at its zenith, more important the religion of Islam and the culture of conquered, especially in North Africa and Middle East.

The weakened state of the Byzantine empire had enabled the Arab armies to move swiftly, the first battle between the Moslems and Byzantines took place in 629 at Mautah(near kerak), where the Moslems were defeated and three of their leaders, Zaid Ibn Harith, Jaafar Ibn Abi Talib, and Abdullah Ibn Ruaha were killed, they are buried in Mazar, where a mosque enshrines their tombs. They were under the leadership of Khalid Ibn Al Walid, who was to become one of the history's greatest military geninses.

The following year Mohammad (peace be upon him) himself led an expedition against the oasis of Tabuk. He made agreement with neighbouring settlements granting the people security and the right to retain their property and religion on condition that they paid an annual tribute, these settlements were Ailah (Aqaba), whose population; Adhruh and al-Jarba north of Itm also Christian. These were the only places outside of Arabia where Islam reached during the life time of the prophet; all are present today Jordan.

In 633 A.D. the Arabs launched an invasion of Jordan and Syria, beginning their 100 years of conquest. The first engagement took place in the Wadi Araba, where Yazid defeated Sergius, the patriarch of Palestine.

The country was soon over run and only some towns such as Jerusalem and Gaesarea, west of Jordan, held out. The Emperor Heraclius with an army of 50,000 marched south to meet the Moslem troops at the juncture of the Yarmuk and Ruqqad, near the present al-Yaqusah, on August 20,636. The Moslems won had the rest of the country surrendered, and by 640 all Palestine and Syria were under Moslem control.Mu'awiyah the first caliphate from Mecca to Damascus, where it remained until the Abassids seized power and transferred the caliphate to Baghdad in 750.

After the Abbassids transferred the capital to Baghdad, however, Jordan fell into decay, Jordan and Palestine remained part of the Arab Empire until 1099, when the crusaders created the Latin kingdom of Jerusalem.

The principality of transjordan (Oultre-Jordan) was the most important fief of the kingdom, and its capital(LeKrah) present day Kerak, was the center of all crusader activity East of Jordan. The principality extended from Wadi Zerqa Ma'in to the Gulf of Aqaba, the crusaders attacked Moslem caravans plying between Damascus, Mecca, and Egypt. Qal'at al Rabad at Ajlun was built by one of Saladin's generals to protect the caravans against the crusaders.

In 1187 Jerusalem fell to Saladin (Salah-ed-din) and Palestine was restored to the Arabs.⁵ In the early 13th century, Mongol tribes from central Asia seized Jerusalem and with the aid of Egypt under the Mameluks marched on Syria. After a quarrel with the Mameluks, the Mongols withdrew, thus enabling the Mameluks, under Baybars and Qalawun, to capture the remaining crusader relics in the levant. By the close of century the crusaders had vanished from the Holy Land.

The 14th century opened with another Mongol Devastation, this time at the hands of Timur(Tamerlane) a century later, all the Middle East fell to the Ottoman Turks, and for the next 400 years Palestine and Jordan were to be an Ottoman province.

The Turks' only concern with Jordan was to guard the pilgrim's road to Mecca. Its precise route changed several times through the countries, but from the time of the Turks in the 16th century pilgrims took only one road from Damascus to Mecca through Jordan because the Turks built a series of fortified watering places, which they garrisoned on the pilgrims' behalf. In Jordan the principal stations were Mafrqa, Zerqa, Bab'al Qatrna, Has, Aneiza, Ma'an, Aqaba, and El Mudawwara. Today the route of the railway and the desert Highway almost parallel the old pilgrims' route, and ruins of the forts can still be seen.

At the opening of the 19th century, after Napoleon's unsuccessful campaign in Egypt, Palestine was drawn into the affairs of the European powers and became part of the 'Eastern Question' protection of religious shrines in the holy land became the pretext for European intervention in the area. From the early 19th century, European explorers began to uncover the ancient sites so long lost to the Western World, and their tales of adventure such as Charles Doughty's travels in Arabia Desert, excited all Europe to follow in their path, among the most

famous was the Swiss explorer Burchardt who discovered Petra in Jordan and Abu Simbel in Egypt.

During the world war 1 Palestine and Jordan, as part of the Ottoman Empire, were garrisoned with Turkish troops. The Sherif of Mecca Emir Hussein of the Hashemite family of Hejaz, sided with the allies.

Modern Jordan

Modern Jordan is something of a miracle, a new and dynamic nation has been forged in less than 50 years. No country in history has had to struggle harder with fewer resources to overcome greater obstacles. It has been through four wars in three decades, on two occasions its population has doubled in one week.

When the new country was born in the 1920s, Jordan's mountains and countryside had been denuded of trees and animals after centuries of neglect, the desert claimed 80% of its land. There were almost no roads or schools or hospitals. Today, a network of good roads connects every part of the country, because of its central location it has become an international center for business, and has discovered what the ancient already knew- the best route to the lucrative markets of Arabia and the Gulf is the Jordan connection.

Jordan has the best climate in the Middle East, warm, bright days, crisp nights, and rainless skies for eight months of the year.

Magnificent scenery greets the eye from every direction. From north to south, mountain peak slightly. Covered with snow drop precipitously into canyons of variegated rock and ravines that blush with spring flowers.

To the East, the mountains slope gently into green pastures until they meet the uncompromising desert, elating to infinity.

Jordan's fantastic scenery isn't all above ground. The Gulf of Aqaba at the head of the Red Sea has some of the most beautiful marine life in the world.

There is another Sea, too, the Dead Sea so thick with brine, its impossible to sink in it.

Most important of all, there are the Jordanians themselves, the kindest and most hospitable people in the Middle East, they have retained the finest qualities of their Arab heritage.

The history of modern Jordan is synonymous with that of its founding dynasty, the Hashemites. The Hashemites are so called after the great grand father of the prophet, who belonged to the noblest Arab tribe, the Quraish of Mecca. They are descended in the male line from Mohammade's daughter Fatima. She had two son. Hassan, whose descendants have been known as Ashraf (Arabic plural of Sharif-'Honorable'), and Hussein, ancestor of the Asyad (plural of Sayyed'Master').

King Hussein of Jordan is of the line of Ashraf, for centuries lords of the Hejaz in the heart of Arabian peninsula and guardians of the Holy cities of Mecca and Madina. He is thirty-ninth in the direct line of descent from prophet.⁵

The Grand Sharif Hussein Ibn Ali (1853-1931) was accorded the title Al Munquiz Al A'zam 'the grand saviour' in the Arab world following his leadership of the Great Arab Revolt against the Ottoman Empire in 1916. His four sons Ali (1883-1933), Abdullah(1880-1951), feisal (1883-1933), and Zaid (1898-1970), peovided the practical and executive leadership of the Arab Independence Movement in its most important and critical phase, during the first world war and in the wake of the Versailles Treaty of 1922. Ali succeeded Hussein as king of the Hejaz(1924-25). His son Abdullah and daughter Aliyah were instrumental in maintaing stability during the Regency in Iraq. In 1921 Abdullah established the Emirate of Jordan. He was succeeded in 1951 by his eldest son, Talal (1909-1910), but illness tragically cut short the latter's reign. Thus on 11 August 1952 the crown of Jordan devolved upon his son, the seventeen year-old Amir Hssein.⁶ On 20 July 1951, Abdullah Ibn Al Hussein, the realistic and courageous founder of the kingdom of Jordan was assassinated at the entrance of Al Aqsa Mosque, prince Talal, his eldest son succeeded to the throne but, owing to ill health his reign lasted only a year. On 11.August 1952 parliament decided to relieve king Talal of his duties and proclaim his eldest son, crown prince Hussein as constitutional monarch.

Since then Jordanians have associated the rapid progress and development of their country with the efforts exerted by 'Al Hussein'. The kings character is such that he confounds conventional notions about hereditary rulers and surpasses the generally accepted standards of leadership. He is, infact, by virtue of his background and training, ideally suited to tackle and solve the many problems

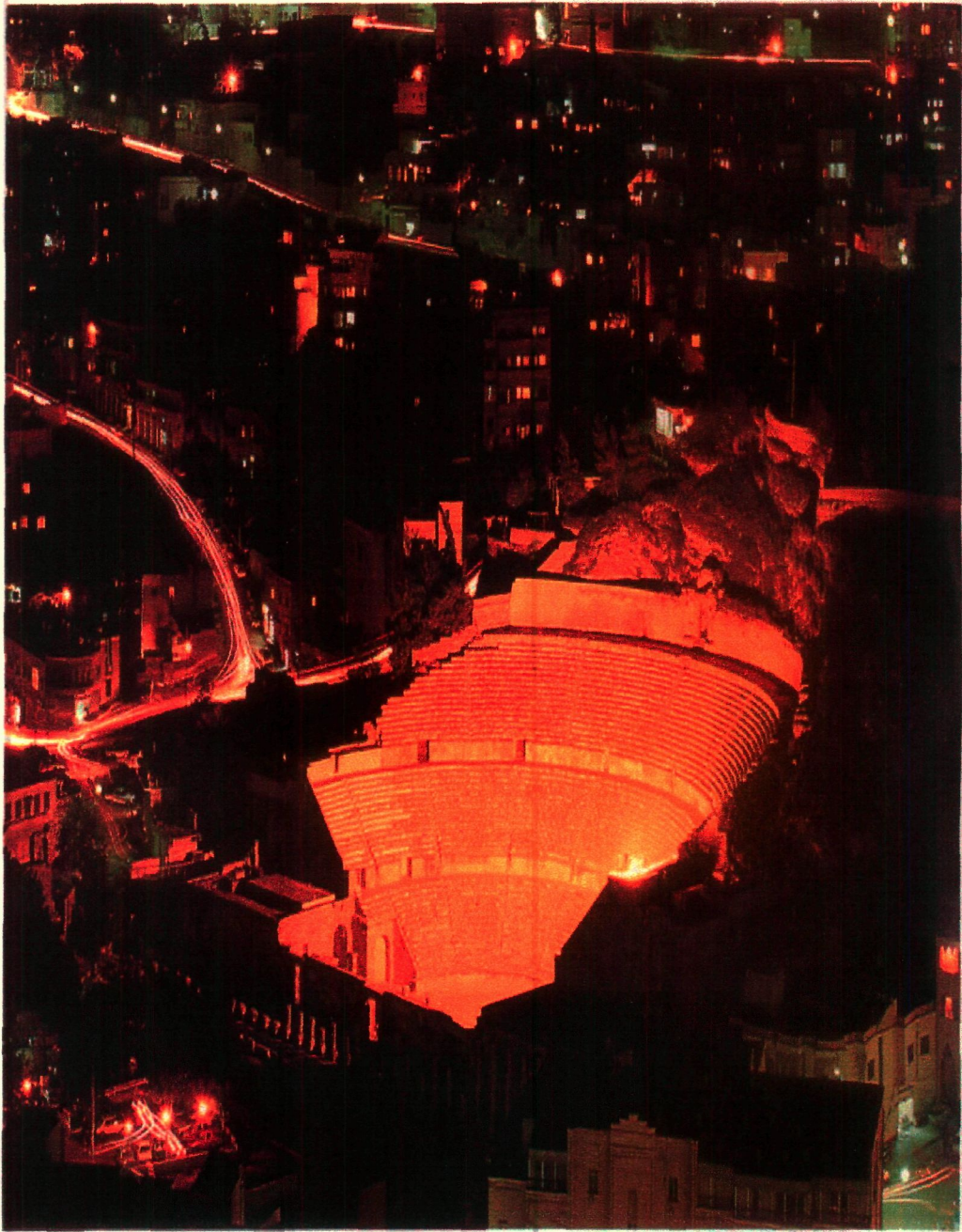
facing Jordan and the Arab nation. Hussein, son of Talal, son of Abdullah, son of Hussein the Sharif of Mecca, was born in Amman on 14th November 1935. After attending a state school in Amman he then went to Alexandria and completed his secondary education at Victoria college. From there he traveled to England and attended Harrow and later, for his military training, the Royal Military Academy at Sand Hurst, and the Royal Air Force College Cranwell. He was eighteen when he assumed his constitutional duties.

Developments on the international level continued, the country's status was augmented when Jordan has become a member of the United Nations in 1959.

The Anglo-Jordanian Treaty of 1946, which the king felt conflicted with Jordan's national sovereignty, was terminated on 13th March 1957 and the last British soldier left Jordan in July that year. After a brief period of adjustment, relations between the two countries developed along new lines of understanding and equality.

By now the country was making steady progress in many fields—in economy, industry, education and communications, factories were established, dams built, land irrigated, more trees planted, and tourism promoted. In spite of internal and external pressures, Jordan was able through its policy of moderation, to win the confidence and respect of the Arab countries. By dint of hard work, planning, and a spirit of determination, the Hashemite kingdom today is a modern country, where free people are resolved to make their national life a model of progress for the entire Middle East. Jordan is not yet what it wishes to be economically self-supporting, but advances are being made towards that goal. The standard of education is high probably the highest in the Arab world. Schools, health services and roads are all being improved and large and small industrial projects springing up throughout the country.

Tourism, is also is playing an important role in the economic development of the country. For instance, tourism playing an important role for creating employment for youths, and support the balance of payment, and no one can deny the role of tourism in bringing all people of the region to live in peace and harmony. All aspects of tourism development will be discussed in chapter 3 and 4 in depth.



Amman's Roman Theatre

Night of Amman-Amman Roman's Theatre (Fig. 2.1)

Geography and Climate

Geography

Jordan is relatively a small country situated at the junction of the Levantine and Arabian areas of the Middle East. The country is bordered on the North by Syria, to the East by Iraq and Saudi Arabia on the East and South. To the West is Israel and the Occupied West Bank, while Jordan's only outlet to the Sea, the Gulf of Aqaba, is to the South.

Jordan occupies an area of approximately 96,188 sq including the Dead Sea, making it similar in size to Austria or Portugal, however, Jordan's diverse terrain and landscape belie its actual size, demonstrating a variety usually found only in large countries.⁷

Western Jordan has essentially a Mediterranean climate with a hot, dry summer, a cool, wet winter and two short transitional seasons. However, about 75 percent of the country can be described as having a desert climate with less than 200mm. of rain annually. Jordan can be divided into three main geographic and climatic areas; the Jordan valley, the mountain heights plateau, and the Eastern desert, or Badia region.⁸



39

The Jordan Valley

The Jordan valley, which extends down the entire western flank of Jordan, is the country's most distinctive natural feature. The Jordan valley forms part of the Great Rifts valley of Africa, which extends down from southern Turkey through Lebanon and Syria down to the salty depression of the Dead Sea, where it continues south through Aqaba and the Red Sea to Eastern Africa. This fissure was created 20 million years ago by shifting tectonic plates.

The Northern segment of the Jordan valley, known in Arabic as the Ghor, is the nation's most fertile region, it contained the Jordan river and extends from the northern border down to the Dead Sea. The Jordan river rises from several sources, mainly the Anti-Lebanon mountains in Syria, and flows down into lake Tiberias (the sea of Galilee), 12 meters below Sea level. It then drain into the Dead Sea which at 407 meters below

Sea level, is the lowest point on Earth. The river is between 20 and 30 meters wide near its end point. Its flow has been much reduced and its salinity increased because significant amounts have been diverted for irrigational uses, several degrees warmer than rest of the country, its year-round agricultural climate, fertile soils, higher winter rainfall and extensive summer irrigation have made the Ghor the food bowl of Jordan.

The Jordan river ends at the Dead Sea, which, at a level of over 407 meters below sea level, is the lowest place on the earth's surface. It is land locked and fed by the Jordan river and run-off from side Wadis with no outlet to the sea, intense evaporation concentrates its mineral salts and produce hyper saline solution. The sea is saturated with the salt and minerals, its salt content Is about eight times higher than that of the worlds ocean and earns its name by virtue of the fact that it supports no indigenous plant or animal life.⁹

The Dead Sea and the neighboring Zarqa Ma'in hot springs are famous for their therapeutic mineral waters. South of the Dead Sea, the Jordan valley runs on through hot dry Wadi Araba. This spectacular valley is 155 km. Long and is known for the sheer, barren sides of its mountains, its primary economic contribution is through potash mining. Wadi Araba rise from to 300 meters below the sea level at its northern end to 355 meters above sea level at Jebel Risha, and then drops down again to sea level at Aqaba. The seaside city of Aqaba is

Jordan's only outlet to the sea, its 40 km long cost line houses not only a tourist resort and Jordan's only port, but also some of the finest coral reefs in the world. This rich marine life of these reefs provide excellent opportunities for snorkeling and diving.

The Mountain Hights Plateau

The highlands of Jordan separate the Jordan valley and its margins from the plains of Eastern desert. This region extends the entire length of the western part of the country, and hosts most of Jordanian's main population centers, including Amman, Zarqa, Irbid and Kerak. We know that ancient peoples found the area inviting as well, since one can visit the ruins of Jerash, Kerak, Medaba, Petra and other historical sites which are found in the mountain heights plateau. These areas receive Jordan's highest rainfall, and the most richly vegetated in the country.

The region, which extends from Umm Qais in the north to Ras al-Naqab in the south, is intersected by a number of valleys and riverbeds known as Wadis. The Arabic word Wadi means a water course valley which may or may not flow with water after substantial rainfall. All of the Wadis which intersect this plateau, including Wadi Mujib, Wadi Musa, wadi Hassa and wadi Zarqa, eventually flow into the Jordan river, the Dead Sea, or the usually dry Jordan Rift. Elevation in the high lands varies considerably, from 600 meters to about 1500 meters above Sea level, with temperature and patterns varying accordingly.

The northern part of the mountain heights plateau, known as the northern high lands, extends south wards from Umm Qais to just north of Amman, and has displays a typical Mediterranean climate and vegetation.¹⁰

This region was known historically as the land of Gilead, and is characterized by higher elevations and cooler temperatures. South and East of the northern high lands are the northern steppes. Which serve as a buffer between the high lands and the formerly covered in steppe vegetation. Much of this has been lost to desertification, however, in the south, the shrra high lands extent from Shobak South to Ras al-Naqab. This high altitude plain receives little annual rainfall and is consequently lightly vegetated.

The Eastern Desert or Badia Region

Comprising around 75 percent of Jordan, this area of desert and desert steppe is part of what is known as the North Arab Desert. It stretches in to Syria, Iraq and Saudi Arabia, with elevation varying between 600-900 meters above Sea level, climate in the Badia varies widely between day and night, and between summer and winter, day time summer temperatures can exceed 40 degrees centigrade, while winter nights can be very cold, dry and windy. Rain fall is minimal throughout the year, averaging less than 50 millimeters annually, although all the regions of the Badia are united by their harsh desert climate, similar vegetation types and sparse concentration of the population, they vary considerably according to their underlying Geology. The volcanic formation of the northern basalt desert extend into Syria and Saudi Arabia, and are recognizable by the black basalt boulders which cover the landscape. East of the basalt desert, the al-Ruwayshid desert is an undulating time stone plateau which extends to the Iraqi border, there is some grassland in this area, and some agriculture is practiced there.

Northeast of Amman, the Eastern desert is crossed by a multitude of vegetated Wadis, and includes the Azraq Oasis and the Shaumari Wildlife Reseve. To the south of Amman is the central Desert, while Wadi Sarhan on Jordan's Eastern border drains north into Azraq. The al-Jafr Basin, south of the central Desert, is crossed by a number of broad, sparsely-vegetated Wadis. South of al-Jafr and East of the Rum Desert, the al-Mudawwara Desert is characterized by isolated hills and low rocky mountains separated by broad, sandy Wadis. The most famous desert in Jordan is the Rum Desert, home of wondrous Wadi Rum landscape. Towering sandstone mesas dominate this arid area, producing one of the most fantastic desert-scopes in the world.

The People of Jordan

The majority of Jordan's 4.3 millions people are Arabs descended from the various tribes that have migrated to the area over the years from all directions in addition, there are about 30,000 Circassians, descendents of migrants from the

Caucasus in the 19th century and a much smaller group of Chechens, Jordan also has a small Armenian population.

More than 92 percent of Jordanians are Sunni Muslims, and about 6 percent are Christians who live mainly in Amman, Madaba, Kerak and Salt. The majority of Christians belong to the Greek orthodox church, but there are also Greek Catholics, a small Roman Catholic Community, Syrian orthodox, Coptic orthodox, Armenian orthodox and a few Protestant denominations found mostly in Amman.¹¹ Several small Shi'a and Druze populations can also be found in Jordan.

The Bedouins

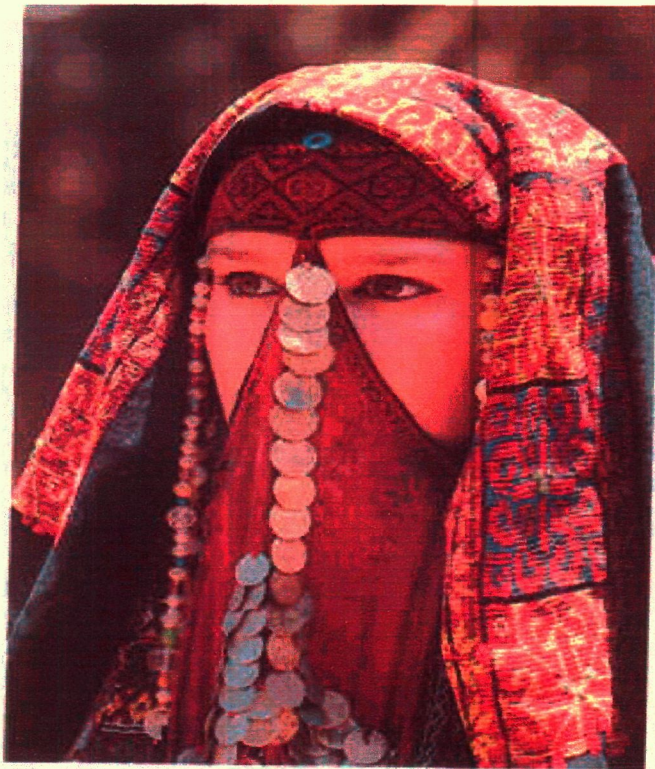
One of the best known groups of Jordanian population are Bedouins. As they are known in Arabic, the Bedu, or 'desert dwellers' endure the desert and have learned to survive its unforgiving climate. Its difficult to count the Bedouin, but they are generally estimated to comprise less than 5 per cent of Jordan's population. Although their numbers are small, they nonetheless continue to have an influence beyond their size on Arab and Jordanian culture.

Most of Jordan's Bedouin live in the vast waste land that extends East from the desert highway all throughout the South and East of the country, their communities are marked by characteristic black goat- hair tents. These are known as Beit al-sh'ar, or 'house of hair' the Bedouin are often stereotyped as constantly wandering the desert in search of water and food for their flocks. This is only partly true, only a small portion of Bedouin can still be regarded as true nomads, while many have settled down to cultivate crops rather than drive their animals a cross the desert, most Bedouin have combined the two lifestyles to some degree. Those Bedouin who still practice pastoralism will camp in one spot for a few months at a time, grazing their herds of Goats, Sheep or Camels until the fodder found in the area is exhausted. It is time to move on. Often the only concession they make to the modern world is the acquisition of a pick-up truck (to move tier animals long distances), plastic water containers and perhaps a kerosene stove. It can be said that many of the characteristics of the Jordanian and Arab society are found in their strongest form in Bedouin culture. For instance, the Bedouin are

most famous for their hospitality, and it is part of their creed-rooted in the harshness of desert life that no traveler is turned a way.

The tribal structure of Arab society is also most visible among the Bedouin, where the clan is at the center of social life. Each Bedouin family has its own tent, a collection (hayy) of which constitutes a clan (qawm). A number of these clans make up tribe, or qabila. As the Bedouin have long been, and still remain on a limited degree, outside the governing authority of the state, they have used a number of social mechanisms-including exile from the tribe, and the exaction of 'Blood money' or vengeance to right a crime to maintain order in the society. The values of Bedouin society are vested in an ancient code of honor, calling for total loyalty to the clan and tribe in order to uphold the survival of the group.

The Jordanian government, which in the past promoted the settling of the Bedouin, recognizes the unique value of their contribution to Jordan's culture and heritage. The government continues to provide services such as education, housing and health clinics. However ,the Bedouin often pass these up in favor of the lifestyle which has served them so well over the centuries.



Bedouin girl (Fig.2.3)



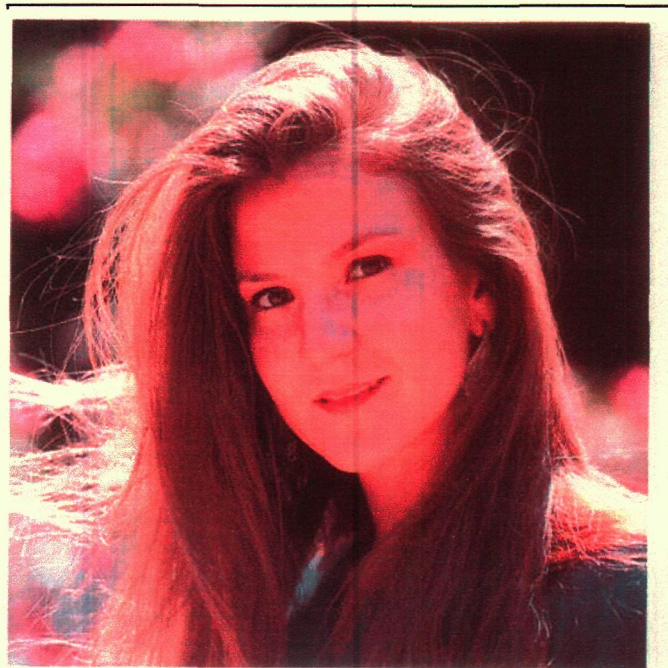
Bedouin of Jordan (Fig. 2.4)

The Palestinians

A large percentage of Jordan's population is of Palestinian origin, having been forced from their homeland during the 1948 and 1967 wars with Israel. Jordan was the only Arab state to grant all Palestinians the right to Jordanian citizenship and many have exercised that option, playing an important part in the political and economic life of Jordan. Some Palestinians continue to live in a number of refugee camps scattered throughout the west bank and the Northern part of Jordan where the United Nations Relief Works Agency (UNRWA) is responsible for the welfare of the refugees, including health and Education. There are currently around 1,329,000 Palestinian refugees registered in Jordan. Although massive influences of refugees have strained the Jordanian society and economy, Palestinians Jordanians have contributed greatly to the health and prosperity of the country.¹²

The Circassian

The Circassian are a non-Arab Islamic people who trace their origin back to Indo-European Muslim tribes of the 12th century CE. In the year 1878, Christian persecution in Russia prompted about 600,000 of them to migrate from their home in the Caucasus. The Muslim Circassians were welcomed by the Ottoman Empire and settled in what is now Turkey, Syria, and Jordan. In Jordan, they settled first in Wadiseer, Na'ur, and Amman, and today they can also be found in Jerash, Sweileh, Zarqa, Azraq and other parts of the north. The current Circassian population in Jordan is estimated at around 30,000. The Ottoman managed the resettlement of the Circassian to some extent, recruiting them into the police and government structures. Today, Circassian Jordanians are a well-educated people who continue to play an important role in Jordan's political, economic and social life, larger than their numbers would indicate. They are well-known for their distinct methods of craftsmanship, which aided their integration in to Jordanian society, Circassian were able to earn their living in new lands by offering specialized skills in crafts such as carpentry, black smithing and bee keeping. They are also famous for their knowledge of gold crafting, as well as their superb jewelry, ornamented weapons, belts and brooches.



Circassian girl (Fig. 2.5)

Other Minorities

In addition to the Christian denominations described previously, there are other small communities mainly religious minorities scattered throughout Jordan. The Druze are a sect descended from the Ismaili branch of shi'a Islam. Their faith comprises a mixture of beliefs, including a belief in a Messiah, incarnation, mystical knowledge and the transmigration of the soul their doctrine also maintain the divinity of al-Hakim, the sixth Fatimi caliph of Egypt. Because their religion is at odds with the predominant beliefs around them, and they have historically suffered from persecution, the druze use secrecy to safeguard their tradition and beliefs. They are expected to conform to the religions observance of those whose company they maybe, while observing special Druze rites in secret. There is no discrimination against Druze in Jordan, however, while most Druze live in Lebanon, Syria and Israel, a small number live in Jordan, mainly near the Syrian border. A community of Druze also lives in Azraq. Several other minorities complete Jordan's Social mosaic, several thousand Armenians live in Amman and in other parts of the country. The north Jordan valley hosts a small community of Turkomans and Bahais, who moved from Iran to Jordan to escape persecution in 1910. In the late nineteenth century, Chechens migrated to Jordan from Grozny in waved today they are a significant if small in number – part of the Jordanian social makeup.

Economy

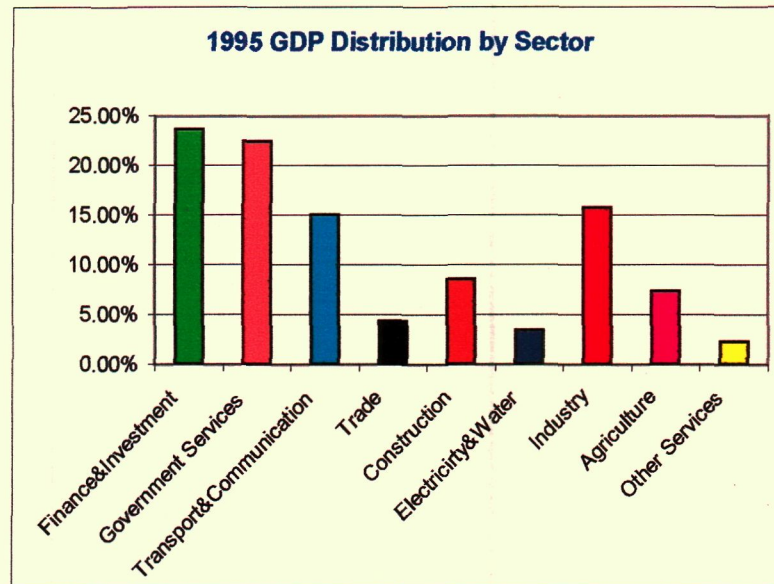
The continued expansion of the Jordanian economy demonstrates a resilience uncommon among the economies of the Arab world. Despite suffering major setbacks because of the Gulf crisis and its continuing after effects, Jordan's real Gross Domestic Product (GDP) growth rate has considerably outdistanced the regional average for the Middle East. In 1992, Jordan's GDP grew by 5.9 per cent against the regional average of 4.8 per cent in 1994, however, declining oil prices drove the average Regional GDP growth rate down only 2.0 percent, while Jordan's GDP growth remained steady at 5.9 percent. In 1995 the country's GDP grew by 6.4 percent, more over, through sound monetary and fiscal policy, Jordan has reined in inflation from 1989 high of 25 percent to a 1995 figure of only

3.6 percent although the level remains high, unemployment continues slow to fall, as both Jordanians and foreigners choose to take advantage of skilled, low cost labor, from 1991 Gulf crisis high of 18.8 percent, unemployment has declined to around 15 percent. much of Jordan's recent economic success can be attributed to the implementation of reforms measures designed to ratify structured imbalances in the economy, reduce outstanding foreign debts and shifting public sector to private sector. In order to encourage investment, Jordan has passed legislation providing generous tax incentives, expanded its free zone system, streamlined investment procedures and put its fiscal house in order by reducing its governmental budget deficit to a 1996 level of 4.1 percent. Suffering from long-standing trade deficit, Jordan has also taken steps to boost exports while curbing imports. The results of these efforts have been dramatic; Jordan's trade gap declined by seven (7) percent in 1994, and by another 1.1 per cent in 1995, as exports sky rocked by 24.7 percent and imports grew by 9.8 percent during 1995. Between 1985 and 1995, Jordan's exports grew by 293, while imports increased by only 141 percent. Another indication of future prosperity is the shift away from consumption to savings in 1995, Jordanians devoted 15 percent of GDP to investment and savings.

Jordan is ideally positioned, both geographically and politically to capitalize on the advancement of the Middle East peace process. Peace has already encouraged international investment as well as a tourism boom in Jordan, and a comprehensive regional peace will accelerate the development of trade routes and open markets for exports. Jordan's economic policies are laying the ground work for a stable, balanced economy which can effectively exploit all the benefits that peace will bring. The World Bank classifies emerging markets through the positioning of GDP per capita on a comparative scale with other countries. Jordan 1995 GDP per capita US\$ 1595 places it squarely in the 'take-off' stage on the emerging market scale. This, in conjunction with the opportunities that a comprehensive regional peace may bring, means that the kingdom's economic boom is slowly beginning.¹³

Sectoral analysis

1995 GDP Distribution by sector (Fig. 2.6)



Industry

Jordan's industrial sector is composed mainly of the "mining and quarrying 'and' manufacturing" subsectors large-scale industries Consist mainly of phosphate and potash mining and the industrial production of cement, fertilizer and refined petroleum. Industrial growth slowed somewhat in 1995, registering a quite respectable growth rate 5.1 percent as supposed to the 8 percent growth rate of 1994. This was due mainly to the slacking growth rate of the manufacturing subsector, which registered a 3.0 percent again. Industry in 1995 constituted 15.7 percent of Jordanian's GDP and employed 11 percent of the country's labor force.

Investment in the industrial sector displayed a moderate slacking in 1995 in comparison to 1994. In 1995, 545 new industrial companies were registered with a total capital of US\$ 220.4 million, against 648 companies with a capital of US\$ 255.2 million in 1994. Public share holding companies accounted for 71 percent of total capital of the industrial companies registered. One sign of the kingdom's manufacturing expansion can be seen in the sheer rise of the number

of industrial enterprise. In 1995, Jordan's manufacturing base consisted of 9300 companies, while 1995 the number stands at around 19,000.

A policy of export oriented growth has necessitated the expansion of heavy industries such as phosphate and potash mining. As phosphates and Potash are Jordan's main natural resources, their export provides a major source of revenues. In 1995, Potash and Phosphate exports together accounted for US\$ 317.8 million, approximately 22.6 percent of Jordan's domestic export earnings. Jordan's ranks among the top three exporters of phosphates in the world.

In 1995, the Mining and quarrying sector grew by 18 percent, due to a marked rise in Phosphate and Potash production. In 1995, Jordan produced 4.98 million tons of phosphates, 1.78 million tons of potash, 3.15 million tons of cement, 729.000 tons of fertilizer and 151.000 tons of irons bars. The increase in Phosphate production was attributed to the improvement in world demand for this material and the rise of their prices in world markets, in addition to the success achieved in the second year of a five year plan for 1994-1998 by the Jordan Phosphate Mines Company, for the improvement of production, marketing and financial conditions. These factors led to a rise in the value of Jordan's exports in these industries by 25.1 percent in 1995, against 7.7 percent in 1994.

In order to more fully exploit its resources. Jordan has sought to expand the value added upstream potential of its mineral industries. Two joint ventures have been established in this regard. An Indian-Jordanian joint ventures (with 60 per cent Indian ownership and US\$ 170 million capital) has established to produce Phosphoric acid, a key input for the manufacture of fertilizers.

A Japanese- Jordanian joint venture (with 60 percent Jordanian ownership and US\$ 120 million capital) was established to reduce fertilizers. Both operations will export exclusively to the Indian and Japanese markets.

Jordan has in recent years been focusing on high value added manufacturing industries. Pharmaceuticals, food stuffs, consumer products and ready-to-wear garments are among the most prominent of Jordan's pharmaceutical industry has been particularly impressive. From its early beginnings in 1995, this industry has gained a reputation in the region for pioneering in the production of high quality goods. Jordanian pharmaceuticals have successfully penetrated more than 30 export markets, including the US and

Europe. In August 1996, Hikma pharmaceuticals became the first Arab company to export pharmaceutical products to the United States, Jordan's pharmaceutical industry is also one of the most successful local industries in foreign currency earning. In 1995, pharmaceutical exports earned Jordan US\$ 122.3 million. with entrepreneurs expecting a boom in exports to Iraq- once UN sanctions are eventually lifted- as well as to Israel, the West Bank and East European countries, a number of new plants are currently being built the future of the pharmaceutical sector in Jordan is bright and the industry still has significant potential for upgrading and expansion.

Another strong area of Jordan's manufacturing sector is in detergents, soaps and toiletries, the country exported US\$ 46.5 million of these products in 1995, enjoying a trade surplus of US\$ 23 million, exports from this industry increased by 65 percent between 1991 and 1995.¹⁴

A sense of renewed optimism in Jordan's future prospects has encouraged the private sector to invest in high-technology industries. At present, there are over 500 medium-sized high technology industries and scores of small ones, Jordanian companies manufacture electronics and electrical house hold appliances, and have recently begun to produce satellite dishes. These firms constitute a valuable part of Jordanian's industrial base whose role and importance is destined to increase in the future.

Finance and Investment

Jordan has a large and thriving banking and financial services sector. The sector has heavily benefited from Jordan's position as regional enroot, and shows great promise for further expansion and diversification. In 1995, the finance and investment sector accounted for 50 per cent of total stock market capitalization and comprised 21.5 percent of total GDP. The sector grew by 4.5 percent in 1995. As of June 1996. Jordan's Commercial Banking System continued total assets of JD 8.66 billion (US\$ 12.1 billion). During the 1995, there were 15 Commercial Banks operating in Jordan, of which ten (10) are domestic and five are foreign. In addition, there are six Private Investment Banks, one Industrial Development Bank and several Specializes Credit institutions. At the end of 1995, Jordan had

Network of 430 Bank branches servicing most parts of the country. Jordanian banks have also opened branches in the PNA territories, hoping to capitalize on the long-term potential for growth stimulated by peace. A total of 41 branches have been opened by ten Jordanian banks there, and the trend in banking expansion is still underway. Monetary policy is controlled by the Central Bank of Jordan, which has liberalized almost all direct control on interest rates, applying fiscal, monetary and commercial deregulation.

The resultant increased exposure to foreign competition has stimulated Jordanian banks to undertake extensive programs of modernization and computerization to respond to the challenge.

Banks can deal in buying, selling and accounts in foreign currency under the supervision of the central bank of Jordan. Expatriates are permitted to open accounts in either demand deposits, time fixed or savings deposits in both Jordanian Dinars or foreign currencies. In order to protect foreign investors, the Central Bank also allows the implementation of provisional Jordanian Dinar / foreign currency swap facilities in Commercial Banks, other currency exchange offices also operate under the guidelines of the Central Bank.^{15,16}

Culture & Tourism

Culture is the basic factor in crystallizing a national identity and strengthening the sense of belonging to a country, culture includes manner of living, mental abilities, goals and values of people and other things associated with life .Physical environmental surrounding in society and also ideas and deals in minds of men are the foundation of culture.

The culture movement in Jordan reflects the stages at the cultural development at the Jordan society. This society is a part at the contemporary Arab Society. It has been influenced by the roots of the pre-Islamic Arab Culture, Islamic Arab Culture, as well as the other cultures which succeeded another in the area in the past centuries, and lastly by the western culture with all its political situations, ideologies, explosion at information, increasing technology, economic patterns, intellectual literary, artistic and cultural schools, as well as social and

sportive activities. The effect at the roots of pre-Islamic Arab culture is apparent in some values, customs and traditions of some types of poetry.

The features at Islamic Arab Culture appear in certain styles at literary prose, in the concepts of some story characters, in the interest of people in Education which is expressed by the huge number of students attending various levels of school, and their preservation and dissemination of their heritage in the use of the Arabic language as a medium of teaching in all Educational cycles; in the activation of translation, Arabization and absorption of modern science and technology.

The effect at local environment and past culture are manifest in handicrafts, popular arts, medicine, songs and dancing, in local vocabulary and linguistic expression and in some theatrical plays, the effects at contemporary Western Culture are constantly increasing in urban, rural and Bedouin environment successively.

The Western effect are evident in the increasing interest in the Jordanian theatre and plays performed there on, in the modern story, in the library activity and documentation centers, in conducting studies and researches, in abstract arts, modern music and songs, in the spreading as the athletic, cultural and social clubs, in voluntary societies, specialized and professional institutions and in the trade and labour unions with their multifarious activities, with their cultural, training qualifying or vocational.

Folklore

Society in Jordan comprises a number of ecological, religions, and linguistic communities. Ecological communities include Jordanians, Palestinians, as well as the settled folks composed at urban and rural dwellers and Bedouins who usually live in the desert.

Folklore materials have been put on tapes, and a number of folklore clubs and children education centers have been licensed. Exhibition have become a standard feature of the Jordanian life; painting, books, sculpture, architecture, calligraphy and industrial design.

Customs

Local residents of Amman are accustomed to foreign visitors and are helpful to them. In smaller towns and villages the people are courteous, but they appear more curious and are certainly more conservative.

Jordanians of all stations are formal in their greetings to friends and strangers. If one respect their customs, formality and are polite and smiling in manner, his attitude will be reciprocated.

Jordan is predominantly Moslem, and whether one are in Amman or in a village, he will hear the call to prayer five times a day from a minaret and will see many Jordanian stop their work to pray, Moslems are not self-conscious about praying in public, and often one will see a person on aside street, in front of a shop, in a field, or almost anywhere saying his prayer.

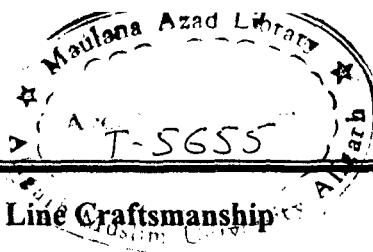
Strict Moslems do not drink alcoholic beverages at any time, nor eat foods prepared with wine. Even modern Moslems who are not so strict about alcohol abstain from eating pork.

During the Moslem month of fasting, known as Ramadan, Moslems do not eat from the sunrise to sunset, nor do they smoke or drink. Out of respect, the visit should refrain from drinking or smoking in public except in places that obviously cater to tourists; many restaurants do not serve food during Ramadan before the hour of breaking the fast, many places also will not serve beer or liquor during Ramadan or on several of religion holidays.

Dress

While traditional Arab dress is seen less in towns than in the country side, the male headdress a checkered cloth of red or black and white is seen throughout the country, even on men wearing western grab. The women's traditional costume is along dress with cross-stitch and other designs usually representative of a particular area of the country.

By contrast, Jordanians of the younger generation wear slacks and jeans or stylish European fashion. One can see almost all, except shorts.



Legacy of Line Craftsmanship

Traditional handicrafts in Jordan have been passed down over many generations, from a time where all Jordanians met their domestic needs by weaving their own rugs and making their own earthenware and utensils. A rich culture mélange of Arab and Islamic imagery is reflected in Jordanian crafts, which include handmade glass, earthenware, basket and carpet weaving, and embroidery. Crafts produced on a smaller scale include sand bottles, sculpture and silver jewelry. These practical crafts were once threatened by the introduction of modern industrial products. Fortunate, however, local artisans sparked a renaissance by incorporating new influences into time-honored traditions to produce modern versions of the ancient. Jordanian craftsmanship also benefited from an influx of new skills and influences during the past century or so. Palestinian forced from their lands during the 1948 and 1967 wars brought their artistic heritage with them, as did Circassians and Armenians who sought refuge in Jordan in the late and early 20th centuries.

Ceramics

Probably the most ancient craft in Jordan is the creation of earthenware products out of silsal (Arabic for clay). Pottery was first invented in the Levant in the sixth millennium BCE and, according to some, its invention may have been accidental. A lump of clay may have been mistakenly dropped into a fire, and when the ashes cooled, the astonished discoverer noticed that the clay was hard as a rock! The product of this discovery has become both a science and an intricate art. Creating sturdy yet beautiful earthenware is a sophisticated procedure involving a good deal of experimentation with different raw materials and methods.

Traditional ceramics from the West Bank City al-Khalil (Hebron) have influenced Jordanian Pottery making. Coarsely fired vases, pots and plates are placed on a rotating wheel. Then, the artist makes his or her choice of brushes and colors, and begins to paint. Each artist tries to out master the other, and the styles of the greatest are imitated by other craftsperson's.

Glass Blowing

Like ceramics, glass blowing is a craft, which combines practicality with beauty. The craft of glass blowing has been perfected over 2000 years, but today it is dying art in the Middle East. It takes years of practice for a craftsman to master the art of glass blowing. With a hollow pipe he scoops up a lump of oozing glass and, while continually rotating the glowing orb, blows through the pipe. When he has expanded the glass to its desired size, it is put in a special chamber to cool down from 900 degree centigrade furnace. The glass is formed from old bottles and glass jars which have been melted down and sprinkled with colored powders which give the glass a particular hue. The traditional center of glassware artistry in the region is Hebron. However, some of the finest of all Hebron glass blowers can now be found in and around Amman. Today in Jordan one finds vases. Bottles and glasses handcrafted in magnificent royal blue and rich green blown glass. The basic shapes and designs of traditional glassware, common in both Hebron and Jordan, have deep roots in the region. Archeologists have discovered strikingly similar styles dating back as far as first century BCE.

Embroidery

An internationally admired Jordanian craft is embroidery. Cross-stitch is the most commonly practiced method, with weaver employing a combination of various colors and designs on thobes (Arabic for dresses), shawls and cushions. In earlier days, Palestinian and Jordanian women wove dresses for their own personal use, starting at an early age, young girls often embroidered their own wedding dress. Their choice of dark or light silk, velvet, linen or cotton usually indicated their region of origin, floral and zigzag shapes and designs customarily come from kerak and Madaba, perhaps inspired by the mosaics of the region, whereas light-colored embroidered dresses are often associated with the coastal plains of Palestine.

Carpet Weaving

Traditional weaving in Jordan is linked closely with Bedouin culture. Both men and women spin wool from their sheep into thread, which is then dyed in traditional colors, woven on small looms and made into all types of goods. The

basic tools of weaving are simple and mostly unchanged since biblical days. The spindle, or meghzal, is twisted and turned to spin thread out of wool. After the wool is spun, it is dyed. Traditionally, the dye for this process was made from available ingredients such as mulberries, onion skin, pomegranate, sumac, and the dried, crushed cochineal beetle. Now, however, more permanent and consistent chemical dyes have replaced these traditional ones. After dyeing the yarn, the weaver sits astride either a simple ground loom or an upright loom to weave the wool into a carpet, hanging decoration, bag, or article of clothing. As Jordanian weaving is traditionally a Bedouin art, however, Jordanian artisans worked in partnership with the save the children organization and the Noor al-Hussein foundation to establish the Bani Hamida project, a self-help rug weaving 'cottage industry' which provides independent supplemental income for rural and urban women.

The designs of carpets found in Jordan generally fall into two categories. 'tribal rugs'- such as those crafted by the Bedouin- are quite different from those manufactured in cities. Generally, the designs of tribal rugs are more angular than those of city carpet. Traditionally they are made to be used only by members of the clan or tribe, and would only be sold out of the tribe in times of economic hardship. They are thicker and more durable than city carpets, as they are crafted to withstand life in the desert. Traditionally, dark shades of green, red, black and orange have been the most popular colors for these rugs, although in recent years light pastel colors have also become popular. 'city carpets' on the other hand, are crafted to a much more precise system of specific designs, using regular colors and motifs in more rounded patterns.

Jordanian Cuisine

Jordanian cuisine, while unique, is part of the Arabian culinary heritage. Food in the Arab World is more than simply a matter of nourishment, feasting is a preoccupation and food is often at the center of social customs. In fact, food will be produced to honor your visit.

The national dish of Jordan is the Bedouin specialty, mansaf. It is traditionally served on special occasions such as a wedding, the safe return of a traveler, or a birthday, and hours are spent in its preparation. It consist of lamp

seasoned with herbs, sometimes lightly spiced, cooked in yogurt sauce, and served on a bed of rice and pine nuts. Women usually prepare the mansaf, which is cooked in jameed, a dried yogurt which is mixed with water to produce a yogurt. On top of this a layer of rice and pine nuts is heaped. Then the mutton is piled on top, sometimes with the head of the animal at the center. Almonds or pine nuts may also be sprinkled on top of the dish. Traditionally, a mansaf is consumed by men sitting around the big dishes on the floor, while the women eat elsewhere in the house or camp. If you are lucky, you may be offered what Jordanians consider the real delicacy of the lamb-the eyes. Like other dishes, mansaf is followed by coffee and tea, and plenty of lively talk. Mansaf can also be found in restaurants throughout Jordan. While the cultural experience does not match a traditional mansaf, the dish is delicious and should be tried.

Besides mansaf, a wide variety of other delicious foods are available in Jordan. Kebabs, usually spicy minced lamb pressed onto skewers and grilled over charcoal, are widely available. Another common dish in Jordan is roasted chicken, which is served with bread, salad and hummus. Meat or vegetable stews are also found frequently in Jordan, and make a pleasant alternative to lamb or chicken. Fasooliya is bean stew, biseela is peas, batatas is potato and mulukhiyya is a kind of spinach stew with chicken or meat pieces. These usually come with rice. For the midday meal, Jordanians enjoy eating mahshis, which are vegetables stuffed with meat and rice. All types of vegetables are prepared in this way, including onions, potatoes, eggplant and tomatoes. Steamed grape leaves, also stuffed with rice and meat, are delicious as well.

Appetizers and Snacks

Another Jordanian specialty is mezze, which is actually a selection of appetizers but is often consumed as a meal in itself. In fact, appetizers or 'snack foods' are usually consumed as side orders along with main dishes. Hummus is cooked chickpeas ground into a paste and mixed with tahini (a sesame-seed paste), garlic and lemon. Babaghanouj, like hummus, is a dip eaten with bread. It is made from mashed eggplant and tahini. Fuul is a paste made from fava beans, garlic and lemon. Other mezzais may include cucumbers, kibbeh (deep fried balls made a mixture of meat and cracked wheat stuffed with meat and onions),

tomatoes, and more exotic items such as liver, kidneys, or brains. As a visitor you may be surprised by extensive use of olive oil in Jordanian cuisine. It is poured liberally on top of hummus, Babaghanouj, Fuul and salad, and used in most every cooked dish. In fact, olive oil is a staple of the Mediterranean diet, not just in Jordan, and has been shown to contain very little cholesterol.

The primary 'fast foods' of Jordan are falafel and shawarma sandwiches, which are sold by vendors on street corners. Falafel is deep-fried balls of chickpea paste with spices. It is served in Arabic bread (khobaz), with varying combinations of pickles, tomato, hummus, salad and yogurt. Shawarma stands are obvious because of the large slabs of lamb meat or chicken slowly roasting on a rotisserie spit outside. Shawarma sandwiches consist of either lamb or tomato, hummus or salad. Because they are relatively cheap, falafel and shawarma sandwiches are staple foods for average urban Jordanians.

Undoubtedly, however, the staple food for Jordanian is bread, known in Arabic as khobz, it is eaten with every meal and comprises the largest part of the typical Jordanian diet. There is variety of tastes and textures, depending on how the bread is baked, but most khobz is round and flat. Manaqesh is a tasty snack of hot bread moistened with some olive oil and covered with thyme. Ka'ik, a round ring of bread covered with sesame seeds, is another popular treat.

Desserts

Those with a sweet tooth will find Arabic desserts mouth watering, as they are often covered in honey or syrup. Some common desserts, or sweets (halwayat) in Jordan are baqlawa (or 'baklava' the well-known layered flaky pastry with nuts, drenched in honey), kanafi (shredded wheat over goat cheese baked in syrup), mushabbak (a lacework cream cheese and topped with syrup and ice cream), and mahalabiyya (milk pudding). Ice cream is also very popular in Jordan, and it is known as booza.

Coffee and Tea

Jordanian drink copious quantities of coffee (qahwa) and tea (shai), and both are of great importance Socially. What is known as 'Arabic coffee' is served from a long-handled copper coffee pot into your cup, but only a mouthful of this

piping hot coffee is poured at a time. When the guest's cup is empty it is automatically refilled. Only when the guest has indicated that he has drunk enough by tipping the empty cup from side to side does the host cease offering more. This type of coffee is flavored heavily with cardamom, and is bitter and very strong. 'Turkish coffee' on the other hand, can be quite sweet. It is thick, potent and served in small cups. Tea is served in small glasses, and is incredibly sweet unless you ask for medium sugar (wassat sukar), or no sugar (bidoon sukar).

Coffee houses are an integral part of the Jordanian, an indeed the Middle Eastern, Social environment. Every town has at least one coffee house, and they are excellent places for meeting local people. A typical evening at a café might consist of sipping on tea or coffee, playing cards or backgammon, and chatting. Also popular at coffee houses are nargilehs (also known as 'hubbly babblys'), water pipes from which flavored tobacco is smoked. Café culture is historically an important part of the Arab World, and an evening spent at a coffee house is an excellent way to relax, make new friends and sample local delicacies.

The outlook for Jordan's tourism sector is quite promising, especially in the context of regional cooperation. Jordan, Egypt and Israel are currently examining the prospects for developing the Gulf of Aqaba into "Red Sea Rivera", including Aqaba, the Israel resort of Eilat and Egypt's Sinai resort of Taba. Jordan recognizes that tourism will be a driving force of its economy in coming years, and is therefore working to exploit this dynamic sector to its maximum potential. Perhaps the most exciting prospect for tourism development is that, Jordanian land was the setting for many of the central events in the Bible, and it is also home for many of the tombs of the companions of the Prophet Mohammad.. With its treasure trove of holy sites, Jordan expects to see an influx of religious tourists seeking to renew the faith with pilgrimages to places such as the Jordan River, where Jesus Christ was baptised.¹⁷ Further details regarding tourism in Jordan will be highlighted in Chapter 3 and 4 in depth.

Conclusion

Jordan's tourism riches are immense. As a traditional crossroads of ancient trade routes, most of the great historical civilizations have left their mark: from the Moabites to the Romans and Crusaders. Attractions include: the unparalleled Nabatean city of Petra and Qasr Amra, both declared as World Heritage Sites; the Greco-Roman city of Jerash, one of the best preserved ancient sites; Islamic and Crusader castles; sites of the Lawrence of Arabia Legend; remnants of the Hijaz railway and the Roman-Arabesque fortress at Azraq.

The country is also endowed unique geographical, geological and environmental assets and unspoiled scenic sites. The enchanting scenery of Wadi Rum, the Madaba mosaics crafted during the Byzantine era; the therapeutic benefits of the Dead Sea; and the coral reefs of Aqaba are but a few examples of the diverse experiences awaiting tourists.

Jordan is also spiritually significant to a number of the world's religions. It is part of the Holy Land of both the Old and New Testaments, and has a number of historical and religious sites associated with the early years of Islam and the history of the Islamic Empire.

The Kingdom, has thus emphasized development of tourism resources and chosen to use its cultural heritage for socio-economic gain. There is the legitimate political will in Jordan to boost the tourism industry, particularly through the development of the private sector. One major goal is to make tourism a major source of foreign exchange earnings for the country, and bring about a steady increase of investment and employment opportunities to support the national economy. In turn, stimulation of other sectors will create linkages in areas such as manufacturing and agriculture.

Vulnerability of the Jordanian economy to external shocks and disturbances in the region is a perennial hazard. During the years from 1996 to 1999 economic growth in real terms was lower than the population growth, implying negative economic growth per head and a corresponding decline in the average standard of living. In 2000, however, the economy appeared to be mounting a clear course of recovery, achieving a 4.7 per cent in real growth of GDP at basic prices relative to 1999. As of September 2000, the eruption of the Intifada has affected short-term expectations of consumers and investors,

including more cautious expenditure patterns. As a result, construction and tourism are poised for difficulties in 2001. In the next chapter we will concentrate on domestic tourism in Jordan.

References

1. Peter Vine, 1987. *Jewels of the Kingdom: The heritage of Jordan* London, U.K.. p. 13.
2. Piotr Bielowski, 1993. *Treasures from an ancient land: The Art of Jordan*, Amman, Jordan p. 10.
3. G. Lankester Harding, 1975. *The Antiquities of Jordan*, Lutter-Worth Press, London, p. 41-45.
4. Nawaf Al.Qsous, 1985. *Petra; the Nabateens Civilization and Architectural Art*, Amman, Jordan p.3.
5. See "<http://www.kinghussein.gov.jo/>
6. Harold W. Glidden, 1978. *King Abdullah of Jordan, My memories completed*. Longman, London, U.K. p.10.
7. Salah Eddin Al Buheiri, 1999. *Geography of Jordan*, Amman Jordan, p.15.
8. Peter Vine, 1987. *Jewels of the Kingdom: The heritage of Jordan*, London, U.K. p.7.
9. Elias Salameh, 1991. *Medical Tourism, Mineral Spas*, Amman, Jordan. p. 19.
10. Salah Eddin Al Buheiri, 1999. *Geography of Jordan*, Amman Jordan, p.7.
11. Prince El-Hassan Bin-Talal, 1995. *Christianity in the Arab World*, Arabesque, London, U.K. p.8.
12. Albert Hourani, 1992. *A History of the Arab people*, Warner Book, New York, U.S.A p.25.
13. Central Bank of Jordan, 1995. *Monthly Statistical Bulletin*, yearly statistical Bulletin, Department of Research and Studies.
14. For more information visit the home page of the Amman Chamber of Industry at <http://www.aci.org.jo>
15. Central Bank of Jordan, *Monthly Statistical Bulletin*, Yearly Statistical Bulletin, Department of Research and Studies.
16. See the web site of Central Bank of Jordan <http://www.cbj.gov.jo>.
17. H.E. Aqil Beltaji, 2000. *Jordan's Tourism Strategy at the Threshold of the 21st century (workshop) working paper*, Amman, Jordan.

CHAPTER -3

TOURISM IN JORDAN

- 3.1 Introduction**
- 3.2 Tourism Product of Jordan**
- 3.3 Importance of Tourism to Jordan**
- 3.4 Important Tourist places of Jordan**
- 3.5 Conclusion**

TOURISM IN JORDAN

Introduction

The rich collection of natural and cultural heritage sights that Jordan offers to the world can be attributed to its location and landscape. Jordan is a land of junction and contrast, a land of paradox, and of an eternal element of surprise.

Jordan is changing its tourist image, long known as the gateway to the Holy Land, tourism officials in Amman say they are busy broadening Jordan's appeal and now promote the country as a tourist destination in itself.

Jordanian Ministry of Tourism are now building up tourism around Petra in coordination with Aqaba and Wadi Rum. This gives Jordan a resort area, the romance of the Arabian desert and the archeological gem of Petra. Of course, there is also the Jerash Festival¹ in the summer which could be of great interest to the foreign visitor.

There is a lot to offer the special interest of domestic tourism as well as international tourism to Jordan, and these attraction range from religious trips to archeological visits, bird-watching, scuba-diving wind-surfing and water-skiing at Aqaba and so much more.²

Jordan is also becoming an ideal center for regional conferences. "any company in, say, Brussels, Amsterdam, or such like, which acts as regional headquarters for Europe, Middle East and Africa, should consider Jordan as a conference destination, after all, Jordan is the crossroads of the Middle East and is within easy reach of all major European cities as well as the African continent,".

Jordan is very active at overseas trade fairs and will continue its high profile participation in the future, also we are developing spa facilities here in Jordan. The first is being built at Zarka Ma'in, an area of hot springs in the mountain overlooking the Dead Sea.³

Jordan also encouraging unique or unusual programmes that can tap new markets. These include scuba diving in the Gulf of Aqaba, considered by experts to be among the most spectacular in the world, and desert safaris by camel, all in all Jordan has a very strong potential for attracting more tourists within and

outside of the country, and following are the most attractive tourist places in Jordan.

Jordanian Tourism Product

Through history, archaeologist, explorers and travellers visited Jordan for the purpose of exploration due to its exotic archaeology and history. Some of these explorers even discovered new archaeological sites that the local communities were not familiar with. All of the explorers enhanced Jordan's archaeological and cultural importance through their documented comments and diaries. One of the most important explorers for Jordan is John Ludwig Burckhardt who discovered Petra in 1812, where is now a part of the UNESCO World Heritage Site List because of its outstanding universal value.⁴

Since middle of last Century and up till now Jordan's tourism product remained archaeology and history. Many sites were visited; some of which are Petra, Amra Desert castle, Karak, Madaba, Jerash, Ajloun and Um Qais.

The Jordanian government under the umbrella of MOTA, through the Department of Antiquities (DOA), decided in 1982 to excavate, conserve and develop archaeological sites throughout Jordan. Foreign expeditions were called for this purpose, because of their knowledge in the field and their financial aid. Further, excavation, conservation and development of archaeological sites were done for the purpose of tourism and protection of sites. Excavation, conservation and development also contribute to sustaining and retaining the cultural significance of an archaeological site. It is also adds an educational value of presenting it to the public. When an archaeological site is in a bad condition, because of the lack of upkeep-or other factors- then it becomes meaningless to visitors. Excavation, conservation and development of it, makes the site meaningful and makes a story out of it. Visitors are not primarily looking for scientific and historical facts but instead they want to enjoy their time, satisfy their demands and needs, feel safe, and informally be educated through perception.

Up till now, many archaeological sites are still being excavated, conserved and developed because these activities are done on a season basis (8-10

weeks/annum) and are based on the amount of financial aid knowledge, hence they are time consuming.

During the 1980's Jordan witnessed a reasonable amount of tourist arrival, but not enough.⁵ This is due to the political instability in the region because of the Palestine/Israeli disputes and the negative destination image. The Jordanian government decided to diversify Jordan's tourism product to benefit socio-economically, to meet the demand of the general public and to increase its market share especially in competitive region such as Egypt, Israel and Lebanon⁶.

Today the Jordanian tourism product is divided into eight main sections; cultural tourism, eco-tourism, adventure tourism, medical tourism, desert tourism, recreational tourism, MICE tourism, and visiting friends and relatives (VFR). Most of the sites in Jordan is having more than one tourist product. For example, Petra can be visited for it's archaeological and historical product or for it natural landscape or even for adventure tourism. This leads to difficulties in the classification of tourist destinations because of their diversified function and causes challenges for the Jordan Tourism Board.

Cultural Tourism is based on tourists visiting cultural sites and is elaborated below:

- Archaeological sites, such as Petra, Madaba, Jerash.
- Religious sites, both Islamic such as the Tomb of Aaron and the Cave of the Seven Sleepers and Christian sites such as the Baptism site and Madaba.
- Vernacular sites, some of which are Taybet Zamman and Um Qais village.
- Archaeological and Historical Museums, some of which are Amman Citadel Museum, and Museum of archaeology and anthropology at Yarmouk University.
- Commemoration sites, which are Mo'ta Battle, Al-Karama Battle and the Battle of Fahl.
- Heritage and Traditional sites, some of which are Salt city and Fuhais city.
- Old houses, some of which are still in use up till today such as Darat Al fonoun.

Eco-Tourism is based on visitors visiting the natural environment. There are six official nature reserves in Jordan. Further, there are several other sites where they can be classified and visited for the purpose of nature, archaeology, thermal or other products such as Wadi Rum, Dead Sea, Aqaba and Petra.

Adventure Tourism is based on visitors participating in adventurous activities such as climbing, trekking, all kinds of water sports, camping, hand gliding, parachuting, and bird watching, (it can also be classified as eco-tourism.). Some of the important sites that provide adventure tourism are Aqaba and Wadi Rum.

Medical Tourism is based on visitors seeking medication, such as hospitals providing natural therapies and also hospitals with latest medical treatment. Jordan is also having therapeutic sites such as the Dead Sea thermal hot springs such as Ma'in, A'ffra.

Desert Tourism is based on visitors experiencing desert life as the Bedouins live. Some of these sites are Wadi Rum, Wadi Araba and Disah area.

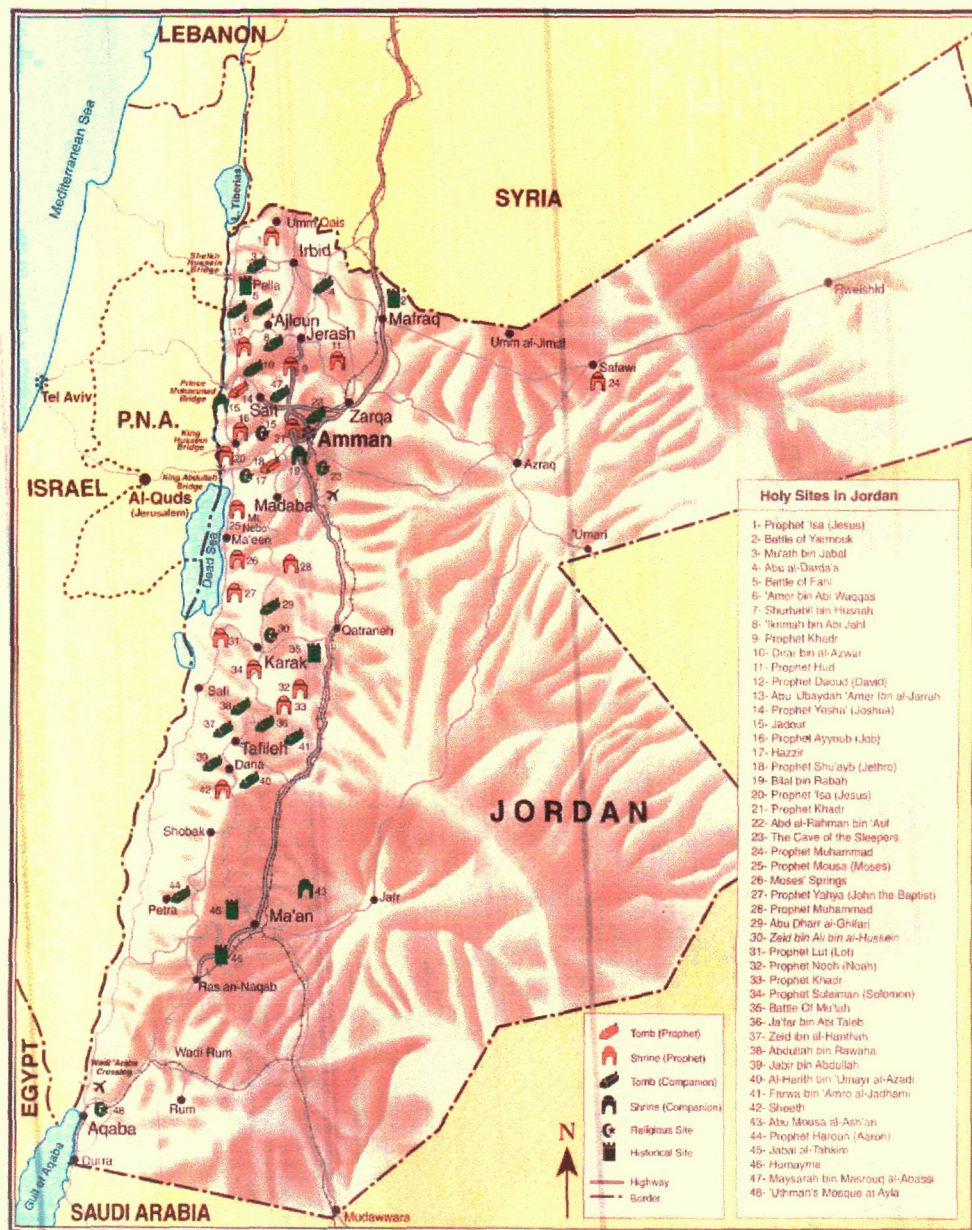
Recreational Tourism is based on visitors visiting places with their family for the purpose of family outings, events, festivals and other attractions. In Jordan the Gulf Market is based on this tourist product where they come for Arts and Crafts.

MICE Tourism is based on business and professional people attending meetings, incentive travel, conferences and exhibitions. In Jordan this kind of product is reasonably new but so far it has been a great success. Further, many MICE events have been held in Jordan, three of the most important are the IUCN- The World Conservation Congress held in October 2000, the Global Summit on Peace Through Tourism held in November 2000 and the Arab League Summit held in March 2001.

Visiting Friends and Relatives (VFR) this kind of tourism in Jordan can be both domestically or internationally. The domestic VFR is either when locals working in cities go for the weekend, or when locals want to visit the countryside for the

weekend. On the other hand, the international VFR is when Jordanians working abroad (especially in the Gulf States), visit their families and friends in their holidays.

Holy Sites in Jordan



* This map is taken from Turab, The Holy Sites of Jordan. (TURAB: Amman, 1996)

Map of Jordan's Holy Sites (Fig. 3.1)

Importance of Tourism to Jordan

After the First World War, Jordan became a tourist destination on the world map. Early tourism into the country took the form of individual trips to the holy and historic sites, in Jerusalem and Bethlehem, with some frequent journeys to Petra by small groups of tourists after the establishment of the Emirates in 1921. However, the political and military consequences of the Arab Israeli conflict had negative effects on tourism within the region in general.

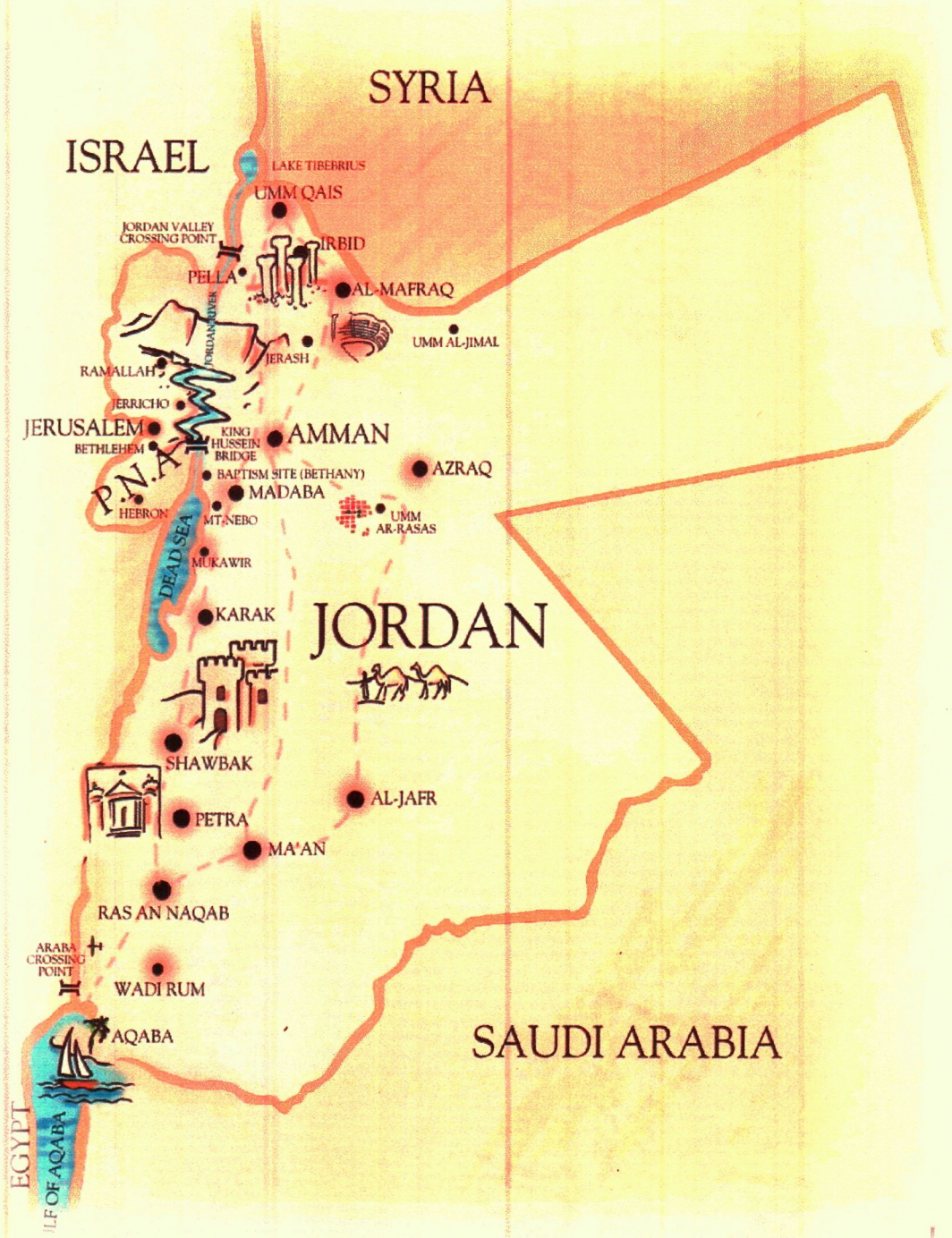
Jordan has recognizes the importance of tourism for the past two decades. Receipts from tourism sector reached about JD 564 million in 1997, which means that contribution of tourism to Jordanian GDP is 10.2 percent and this is below the 1989 figure of 13.3 percent. In comparison, the agriculture sector adds only 6 to 7 percent to the GDP of Jordan, Considering the expenditures of Jordanian abroad, which amounted to JD 288 million in the same year, the balance of tourism remains positive, and tourism is also second source of foreign currency earning (37 percent) after industrial exports.

The number of direct employees in tourism sector in 1997 was about 15,565 of which 47.5 percent were employed in hotels, the annual growth rate of the employment in tourism sector in the period 1987-1997 was 8.5 per cent if we consider the indirect employment, tourism is playing a good and promising role in absorbing the rapidly increasing labour forces.

Tourism is vital economic sector in Jordan and contributes to a badly needed economic diversification. Further more, tourism with its dividend, its contribution to GDP, foreign currency, employment and even to better understanding in the region, should enjoy a high priority in the planning policies of the country. Tourism is a global sector in term of competition. Jordan has to compete with Egypt, Israel, Syria and Lebanon. All these countries posses attractive tourist sites and have a good experience in the sector.

After political changes in the region, Syria is beginning to liberalize its economy, Lebanon is regaining its role in attracting international tourists, Israel is benefiting from the peace treaties and Egypt has an unexhaustible potential.

Jordan has Petra, environmental diversities within a short distance, and its traditions of hospitality.



Map of Jordan-Historical Sites (Fig. 3.2)

Jordan utilizes the minimum of its potential and alternative tourism strategies are required, these strategies should take the issues of environment, social-economic spatial equalities and culture into consideration.

Finally citizens awareness in Jordan is totally absent, Jordanians do not know yet how to benefit from tourism and that at the same time how to serve tourism in their country which means in other words, that domestic tourism in Jordan is completely absent, despite the fact that is the basic starting point in tourism process.

Important Tourist Sites in Jordan

Amman

Amman is built on seven hills, or jebels, each of which more or less defines a neighborhood. Most Jebels once had a traffic circle, and although most of these have now been replaced by traffic lights, Amman's geography is often described in reference to the eight circles which form the spine of the city. First circle is located near downtown, and the series extends westward through eighth circle.



Modern Amman.I (Fig. 3.3)



Modern Amman.II (Fig. 3.4)



Old Amman (Fig. 3.5)

The seven hills of Amman are an enchanting mixture of ancient and modern. Honking horns give way to beautiful call to prayer, which echoes from the stately minarets, which grace the city. Gleaming white houses, kabab stalls and café are interspersed with bustling markets-known in Arabic as souqs- selling handicrafts and other products which reflects Jordan's ancient past.

Sunset is perhaps the best time to enjoy Amman, as the white buildings of the city seem to glow in the fading warmth of the day. The greatest charm of

Amman, however, is found in the hospitality of its residents. Visitors are greeted. "Welcome in Jordan" is a phrase visitor will not soon forget.

History

Amman has served as the modern and ancient capital of Jordan. It is the oldest continuously inhabited cities in the world, with a 1994 excavation uncovering homes and towers believed to have been built during the Stone Age, circa 7000 BCE⁷. There are many Biblical references to the city, which by about 1200 BCE had become the Ammonite capital of Rabbath-Ammon. The Ammonites, who were said to be the descendants of Lot, fought numerous wars with Saul, David and others. David's successor Solomon erected a shrine in Jerusalem to the Ammonite god Molech. From then on, the only Biblical references to Rabbath are prophecies of its destruction by the Babylonians, who later took over but did not destroy the town.



Amman-Historical site (Fig. 3.6)

The history of Amman between the end of its Biblical references (around 585 BCE) and the time of the ptolemies is unclear. We do know that the city was renamed Philadelphia after the Ptolemaic ruler Philadelphus in the third century BCE. After coming under Seleucid and Nabatean rule, Philadelphia was taken by the Roman vassal king Herod in 30 BCE. The city became part of the Decapolis League, a loose alliance of ten Roman-ruled cities including Jerash, Gadara, (present - day Umm Qais), Pella (Irbid) and others. Under Roman rule, Philadelphia was replanned and reconstructed in typically grand Roman style with a colonnade street, baths, an amphitheater and impressive public buildings.

During the Byzantine period, Philadelphia was the seat of a Christian bishop, and several expansive Churches were built. The city declined during the late Byzantine years, and was overrun by the Persian Sassanians in 614 CE. Their

rule was short-lived, however, collapsing before the Arabian armies of Islam around the year 635. The name of the city then returned to its Semitic origin of Ammon, or 'Amman' like most other cities that fell to the Arabs, Amman was not sacked and burned. It remained an important stop on the caravan routes for many years, but eventually trade patterns shifted and dried up the lifeblood of Amman. The city declined to little more than a provincial village for many centuries.

Amman's 'modern' history began in the late 19th century, when the Ottomans resettled a colony of Circassians emigrants there in 1878. Many of their descendants still reside in Amman, during the time and the early decades of 20th century, the neighboring city of Salt was more important as regional administrative and political center. However, after the Great Arab Revolt secured the state of TransJordan, Emir Abdullah bin al-Hussein moved his capital to Amman in 1921.

Since then, the city has grown by leaps and bounds into a modern, thriving metropolis of well over a million people. Amman's growth has been driven largely by political events in the region, and especially by the Arab Israeli conflict. After the wars of 1948 and 1967, successive waves of Palestinian refugees ended up in Amman. Moreover, the city's population was further expanded by another wave of immigrants arriving from Iraq and Kuwait during the 1990-91 Gulf Crisis.

Sights of Interest

Most of Amman's noteworthy historical sites are clustered in the downtown area, which sits at the bottom of four of Amman's seven hills, or Jebels. The ancient Citadel, which towers above the city from atop Jebel Qala'a, is a good place to begin a tour of the city. The citadel is the site of ancient Rabbath-Ammon, and excavations here have revealed numerous Roman, Byzantine, and early Islamic remains. The most impressive building of the Citadel, known simply as al-Qasr ('the palace'), dates back to the Umayyad period. Its exact function is unclear, but it includes a monumental gateway, an audience hall and four vaulted chambers. A colonnade street also runs through the complex. To the north and northeast are the ruins of Umayyad palace grounds.⁸

Five minutes walk east from downtown, the Roman Theatre is the most obvious and impressive relic of ancient Philadelphia, the theatre, which was built during the reign of Antonious Pius(138-161 CE), i cut into the northern side of a hill that once served as a necropolis-or graveyard. It is very similar in design to the amphitheater at Jerash, and can accommodate 6000 spectators. The theater is still used periodically for sporting and cultural events.⁹

To the northeast stands a small theater, or Odeon, which is still being restored. Built at about the same time as the Roman Theater, this intimate 500-seat theater is used now as it was in Roman times, for musical concerts. Archeologists think that the building was originally covered with a wooden or temporary tent roof to shield performers and audience from the elements.



Amman-King Abdullah Mosque (Fig. 3.7)

The King Hussein Mosque bustles with pedestrians juice stands and vendors. The area around the King Hussein Mosque, also known as al-Hussein Mosque, is the heart of modern downtown Amman. The Ottoman-style mosque was built in 1924 on the site of an ancient mosque, probably also the site of the cathedral of Philadelphia. between the al-Hussein Mosque and the Citadel is Amman's famous Gold Souq, which features row after row of glittering gold treasures.

Salt

The town of Salt was of great importance during the time of Turkish rule in Jordan. It was the chief administrative center for the surrounding area and, in the 1920s, it seemed the likely choice for the capital of the newly-independent state of TransJordan. However, Salt was by passed in favor of the more centrally located village of Amman, the result is that Amman has been transformed into a thriving modern city, while Salt has retained its small town charm.

Due to its history as an Ottoman center of government, Salt is filled with wonderful Ottoman architecture in the classical style. Immediately recognizable are the Ottoman houses with their long-arched windows. An -53-array of tall Ottoman minarets towers over the village, along with church steeples, as Salt is known for its large Christian community. A morning or evening spent strolling through the picturesque streets of this hill village is time well spent.¹⁰

Wadi Seer

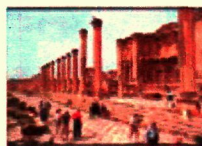
Around 24 km. Southwest of Amman, the high desert plateau suddenly gives way to the lush, tree-covered valley of Wadi Seer. About 10 km. past the village of Wadi Seer, which was settled largely by fair-skinned, red-headed Circassians, the road leads to the ruins of Qaser al-Abd (castle of the slave) and the ancient caves of 'Iraq al-Amir (caves of the prince). Local legend has it that Qaser al-Abd was built by a love smitten slave named Tobiah. While his master was away on a journey, Tobiah built a palace and carved lions, panthers and eagles on its walls in order to win the love of the master's daughter. Unfortunately, the master returned before Tobiah could finish the work, and the slaves efforts went unrequited. Little is known for sure about the actual history of this castle, but it is widely believed to have been built in the second century BCE by Hyracanus, head of the powerful Tobiad family and governor of Ammon. The name 'castle of the slave' may thus refer to Hyracanus himself, who, as governor, was a 'slave of the people.' The first-century historian Josephus recorded the wealth of the Tobiad family and the exploits of Hyracanus, who built a strong fortress of white stone which was decorated with carvings of 'animals of a prodigious magnitude.' Perhaps the most interesting part is the north entrance, with one of the original carved animals, a giant stone lion, peering down over all who pass underneath. The entire building was once covered with such figures.¹¹

North and West of Amman

Jerash

Jerash, located 48 km. north of Amman among the biblical Hills of Gilead, is one of the largest and most well-preserved sites of Roman architecture in the world outside Italy. To this day, its colonnaded streets, baths, theaters, plazas and arches remain in exceptional condition. Within the remaining city walls, archeologists have found the ruins of settlements dating back to the Neolithic Age, indicating human occupation at this location for more than 6500 years. This is not surprising, as the area is ideally suited for human habitation. Jerash is fed year-round with water, while its altitude of 500 meters gives it a temperate climate and excellent visibility over the surrounding of low-lying areas.

It was not until the days of Alexander the Great that Jerash truly began to prosper. After falling under the rule of the Seleucid King Antioch in the second century BCE. It was during the period of Roman rule that Jerash, then known as Gerasa, enjoyed its golden age. The Romans assimilated garish into province of Syria, and later named it as one of the great cities of the Decapolis league. The Decapolis was a prosperous confederation of ten Roman cities formed during the first century BCE, and linked by powerful commercial, political, and cultural interests. Pliny mentioned the confederation in his natural history,¹² listing the cities as Damascus, Philadelphia (Amman), Gerasa (Jerash), scythopolis (beisan), Gadara (Umm Qais), Hippos, Dion, Pella, Canatha and Raphana.



Jerash-Historical site (Fig. 3.8)

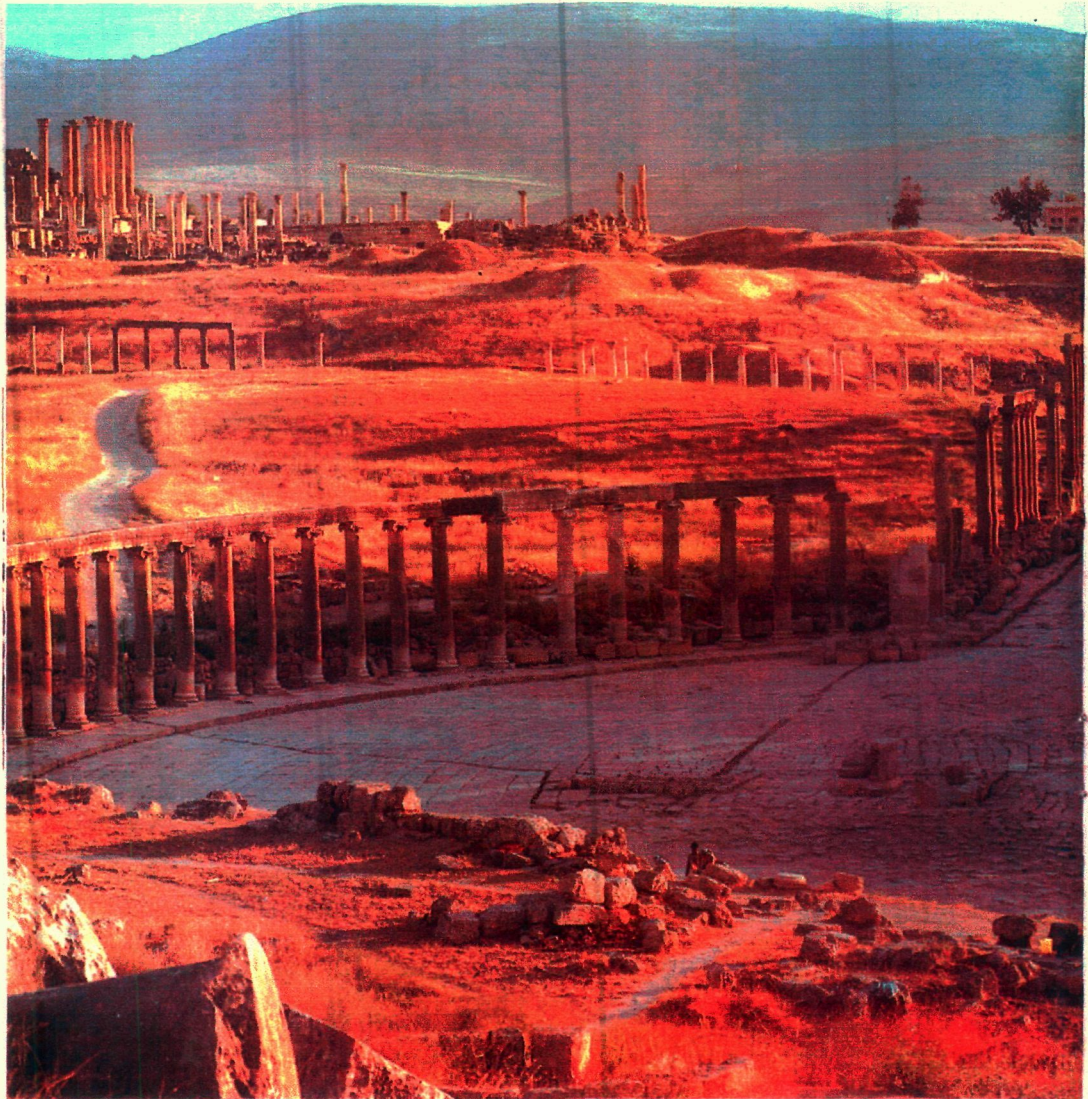


Jerash-Natural site (Fig. 3.9)

Over the next century and half, trade flourished with the Nabateans and Jerash prospered. The city also benefited from the rich surrounding farmlands and from iron or mining in Ajloun area. This period saw the implementations of a typically Roman city plan featuring a colonnaded main street intersected by two side streets.

In 106 CE, the emperor Trajan annexed the wealthy Nabatean kingdom and formed the province of Arabia. The Romans secured lines of communication and trade with *via nova tiana* (Trajan new Road), which was built between 112-114 CE and stretched all the way from Syria to Aqaba. With more trading riches pouring in, Jerash enjoyed another burst of construction activity, Granite was brought from as far as Aswan (Egypt), and old temples were razed and rebuilt according to the latest architectural fashion.

The city received yet another boost in stature with the visit of Emperor Hadrian in 129 CE. To honor its guest, the citizens raised a monumental Triumphal Arch at the southern end of the city. Jerash's prosperity reached its peak in the beginning of the third century, when the rank of Roman colony was bestowed upon it. During this 'golden age' Jerash may have had a population of 20.000 people. The ancient city preserved today was the administrative, civic, commercial and cultural center of this community, while the bulk of the city's citizens lived on the east side of Wadi Jerash.



Jerash-The Forum (Fig. 3.10)

As the third century progressed, shipping began to supplant overland caravans as the main routes for commerce. Jerash thus fell into decline as its previously lucrative trade routes became less traveled and less valuable. This trend was speeded by frequent uprising against the Roman-such as the destruction of Palmyra in 273CE- that made the overland routes more dangerous.

In the year 330 CE, Emperor Constantine converted and proclaimed Christianity the state religion of the empire's eastern, or Byzantine, half. By the middle of the fifth century, Christianity had become the major religion of the region and numerous churches were built constructed in Jerash. In fact, most of

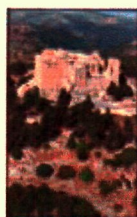
these were built of stones taken from pagan temples. No more churches were built after the year 611.¹³

Jerash hit further by the Persian invasion of 614, which also sacked Damascus and Jerusalem, and by the Muslim conquest of 636. The city was rocked again in the year 747 CE by series of earthquakes, and its population shrunk to about 4000. Although the site was occupied in the early Islamic period until around 800 CE, Jerash was nothing more than a small rural village.

The crusaders described Jerash as uninhabited, and it remained abandoned until its rediscovery in 1806, when Ulrich Jasper Seetzen, a German traveler, came across and recognized a small part of the ruins. The ancient city was buried in sand, which commenced in 1925, and continue to this day.¹⁴

Ajloun

The road to Ajloun, located 25 km. west of Jerash and 73 km. from Amman, winds through fertile green hillsides lined with olive groves. The main attraction in Ajloun is the stronghold of Qala'at al-Rabadh, a fine example of medieval Arab/Islamic military architecture. The castle was built between 1184-85 CE by the nephew of Salah Eddin al-Ayyubi (known in the west as Saladin), the great Muslim commander who waged a successful campaign to recover lands lost to the invading Crusaders. Ajloun's strategic position commanding the Jordan valley, as well as the three small valleys leading to it, made it an important link in the defensive chain against the Crusaders, who spent decades unsuccessfully trying to capture the castle and nearby village, the fortress is built upon the apex of the hill above Ajloun, and offers a breathtaking view of the surrounding countryside. On a clear day you can see the Dead Sea, the Jordan valley, the West Bank, and Lake of Tiberia (the Sea of Galilee).¹⁵



Ajloun Castle (Fig. 3.11)



Ajloun Nature (Fig. 3.12)

The original fortress had four corner towers, with arrow slits and a 16-meter-wide moat. It was enlarged in 1214-15 CE by the Mamluk officer Aibak Ibn Abdullah, who added a new tower in the southeast corner and constructed the main one. In 1229, the castle fell to the Emirate of Kerak. In 1260, it was largely destroyed by the Mongol invaders, but was reconquered and rebuilt almost immediately by the Mamluk sultan Baybars. The southwest tower was constructed at that time. During Mamluk times, Qala'at al-Rabadh was one in a network of beacons and pigeon posts that allowed messages to be transmitted from Baghdad to Cairo in only twelve hours.

Irbid

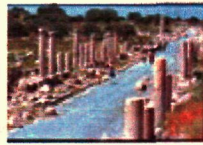
Forty minutes north of Ajloun (88 km. from Amman), the bustling city of Irbid is an excellent staging point for excursions to Umm Qais, Pella and other sites in north Jordan. Irbid's importance as a trading center with Haifa ended in 1948, but in recent years it has gained importance as the industrial center and administrative capital of the north. The city has a good selection of restaurants, a number of banks and hotels, and the campus of Yarmouk University.

Artifacts and graves in the area show that Irbid has been inhabited since Bronze Age. Scholars have debated whether Irbid is the Biblical site of Beth Arbel, mentioned as the burial place of Moses' mother and four of his sons. Under the Roman rule, the city was renamed Arabila.¹⁶ While most of this heritage is hidden beneath the new city of Irbid, there are two excellent museums located within the Yarmouk University. The museum of Jordanian Heritage is considered the finest archeological museum in the country, while the Natural History Museum is also worth a visit.

Umm Qais

The modern town of Umm Qais is the site of the ancient Greco-Roman town of Gadara, one of the cities of the Decapolis and, according to the Bible, the place where Jesus cast out the devil from two men into a herd of pigs (Matthew 8:28-34). Rising 518 meters above the sea level with views of Lake

Taberias (the Sea of Galilee) and the Golan heights, there is no better vantage point in northern Jordan than Umm Qais.



Umm Qais -Historical site (Fig. 3.13)



Umm Qais-Natural site (Fig. 3.14)

Gadara was renowned for its cosmopolitan atmosphere, attracting an array of writers, artists, philosophers and poets. It also served as a resort for Romans vacationing in the nearby al-Hemma hot springs. Like Pella, its sister Decapolis city, Gadara was blessed with fertile soil, abundant water, and a location astride a number of key trading routes connecting Asia and Europe.

The city was probably founded by the Greeks during the fourth century BCE. Gadara was overrun by the Seleucid ruler Antiochus III in 218 BCE, and the Jews under the Hasmoneans captured it from them around 100 BCE. When the Romans under Pompey conquered the East and formed the Decapolis, the fortunes of Gadara, taken in 63 BCE, improved rapidly and building was undertaken on large scale. During the early part of Roman rule, the Nabateans (with their capital at Petra) controlled the trade routes as far north as Damascus. Aiming to put an end to this competition, Mark Antony sent King Herod the Great to weaken the Nabateans, who finally gave up their northern interests in 31 BCE, in appreciation for his efforts, Rome rewarded Herod with Gadara. The city remained under Herod's rule until his death, and then reverted to semi-autonomy as part of the Roman province of Syria.¹⁷

Today, a considerable portion of the original amphitheater has survived. The seats face west, and are brought to life at sunset. Covered passageways stand in the back, and until recently, a six-foot headless white marble goddess sat at the foot of one of the amphitheater's internal staircases. The statue-thought to be of Tyche, the patron goddess of Gadara-can now be seen in Umm Qais' archeological museum. The museum, which also houses a Byzantine mosaic frieze and a marble sarcophagus. Next to the theater is a colonnaded street that

was once probably the town's commercial center. Also near the black Basalt Theater are the columns of the great basilica of Gadara. Further west's along the colonnaded street are a mausoleum and public baths. After a few hundred meters you can barely make out the remains of what once was a hippodrome.

Al-Hemma

Ten kilometers to the north, the road from Umm Qais winds down toward the Yarmouk River and Golan where it ends at the baths of al-Hemma. There, Roman holiday makers sought rejuvenation and vitality from these health-giving hot springs. These are open to modern-day travelers as well. The main hot spring, whose mineral-rich waters are warm at 57°C, pours into an indoor pool.

Umm al-Jimal

This strange black city is located about 20 km. east of the provincial capital of Mafraq, 87 km. from Amman, and only 10 km. from the Syrian border. Umm al-Jimal is now known as the Black Oasis because of the black basalt rock from which many of its houses, churches, barracks and forts were built. The precise history of Umm al-Jimal is still unclear, but historians believe that it was built originally by the Nabateans around 2000 years ago. Under the Nabateans, the city played host to a great number of trading caravans. Indeed, the name of Umm al-Jimal means 'Mother of Gamels' in Arabic. The large vacant area in the town center was reserved for travelling caravans stopping in Umm al-Jimal. When the Romans took the city in the first century CE, they incorporated it into the line of defense for Rome's Arab possessions. the city lay only six km. east of the Via Nova Triana, which connected Rome's northern and southern Arabian holdings. Umm al-Jimal may have had as many as 10.000 inhabitants during its heyday.¹⁸

During the third century CE, it seems as though local residents faced some major threat, as they restored to using tomb stones and other available basalt to construct wall fortifications. This wall was then refortified during the fourth Century CE. Most of the buildings of Um al-Jimal were practical and residential in nature, with little evidence of the systematic layout that can be seen, for instance, at Jerash. After surviving a number of catastrophic events including the

Persian invasion, plagues, and minor earthquakes, the city was destroyed by a massive earthquake in 747 CE.

The Jordan Valley

The Jordan valley is low-lying strip, which cleaves down the western border of the country. It is part of the Great Rift Valley, which extends down southwards into East Africa. The Jordan Valley is divided into several distinct geographic sub-regions. Its northern part is known as the Ghor, and it includes the Jordan River. Several degrees warmer than the rest of the country, its year-around agricultural climate, fertile soils and water supply have made the Ghor the food bowl of Jordan. The Jordan River rises from several sources, mainly the Anti-Lebanon Mountains in Syria, and flows down into Lake Taberias (the Sea of Galilee) ,212 meters below Sea level. It then drains into the Dead Sea which, at 400 meters below Sea level, is the lowest point on earth. South of the Dead Sea, the Jordan Valley turns into the hot, dry Wadi Araba.¹⁹

The Dead Sea

The Dead Sea is 75 km. long and from 6-16 km. wide. It is fed by the Jordan River, but it has no outlet. As its name suggests, the Dead Sea is entirely devoid of plant and animal life. This is due to an extremely high content of Salt and other minerals-350 grams of salt per kilogram of water, as compared to about 40 grams in the world's oceans. This concentration is caused by a rapid rate of evaporation. These natural elements give the waters of the Dead Sea certain curative properties, recognized since the days of Herod the Great over the 2000 years ago. Also famous for their restorative powers are the thermal springs of nearby Zarqa Ma'in, which hosts a therapeutic health spa.²⁰



Dead Sea (Fig. 3.15)



Dead Sea Nature (Fig. 3.16)



Dead Sea (Fig. 3.17)

The Dead Sea is also famous geographically as ‘the lowest point on earth’ lying some 400 meters below the Sea level. In addition to the historical significance of the ‘Salt Sea,’ as it was referred to in the Bible, the Dead Sea is today an important and rich source of minerals essential for agricultural and industrial development, as well as for the treatment of various medical conditions such as psoriasis. Visitors to the Dead Sea come away with an unforgettable swimming experience, as the high density of the water makes sinking virtually impossible. Indeed, swimming is also difficult, as one is lifted too high in the water to be able to stroke properly. More appropriate is the often-photographed pose showing a visitor reclining in the water, leisurely reading a perfectly dry newspaper. While marine enthusiasts will find a paradise in the Dead Sea is a great place to catch up on your reading.

The main resort area is located on the northern shores of the Dead Sea at Sweimeh, about 45 km. Southwest of Amman. In Sweimeh, the Government Rest House provides showers and changing facilities, a restaurant, and a choice stretch of beach. The only accommodations currently available are at the Dead Sea Spa Hotel, a few kilometers past Sweimeh. There, you can enjoy a variety of mineral treatment at the German medical center: as well as the waters of the Dead Sea, other therapies include black mud, highly exogenous air treatment, filtered sunrays, massage and gymnastics. Private bungalows are also available. Plans are in the works for additional resort hotels along the Dead Sea.

The Desert Castles

Qasr al-Hallabat

Qasr al-Hallabat is located just off the main road about 30 km. east into the desert from Zarqa. It was originally a Roman fort built during the reign of Caracalla (198-217CE) to defend against raiding desert tribes. There is evidence that, before Caracalla, Trajan had established a post there on the remains of a Nabatean settlement. During the seventh century CE, the site became a monastery, and the Umayyads then fortified it and decorated it with ornate frescoes and decorative carvings. Two kilometers past Qasr al-Hallabat, heading east, are ruins of the main bathing complex known as Hammam al-Sarah. The baths were once adorned with marble and lavish mosaics. Today, you can still see the channels that were used for hot water and steam.²¹

Qasr al-Azraq

About 13 km. north of the Azraq Junction. On the highway to Iraq, you will find the large black fortress of Qasr al-Azraq. The present form of the castle dates back to the beginning of the 13th century CE. Crafted from local black basalt rocks, the castle exploited Azraq's important strategic position and water sources.



Qasr al Azraq (Fig. 3.18)

The first fortress here is thought to have been built by the Romans 300CE, during the reign of Diocletian. The structure was also used by the Byzantine and Umayyads. Qasr al-Azraq underwent its final major stage of building in 1237 CE, when the Mamluks redesigned and fortified it. In the 16th century the Ottoman Turks stationed a garrison there, and Lawrence of Arabia made the fortress his desert headquarters during the winter of 1917, during the Great Arab Revolt against the Ottoman Empire.²²

The castle is almost square, with 80-meter long walls encircling a central courtyard. In the middle of the courtyard is a small mosque that may be from Umayyad times, along with the main well. At each corner of the outer wall, there is an oblong tower. The primary entrance is a single massive hinged slab of

granite, which leads to a vestibule where one can see carved into the pavement the remains of a Romans board game. Above the entrance area is the chamber used by Lawrence during his stay in Qasr al-Azraq.

Qasr Amra

Heading back towards Amman on Highway 40, Qasr 'Amra is about 28 km. from Azraq. This is the best preserved of the desert castles, and probably the most charming. It was built during the reign of the caliph Walid I (705-715 CE) as a luxurious bathhouse. The building may have been part of a larger complex that served to host traveling caravans, which was in existence before the Umayyads arrived on the scene.²³



Qasr Amra (Fig.3.19)



Qasr Amra (Fig. 3.20)

The building consists of three long halls with vaulted ceilings. Its plain exterior belies the beauty within, where the ceilings and walls are covered with colorful frescoes. Directly opposite the main doorway is a fresco of the caliph sitting on the throne. On the south wall other frescoes depict six other rulers of the day. Of these, four have been identified.

The audience chamber, which was used for feasting, meetings and cultural events, lead through an ante chamber into the baths. The caldarium, or steam room, is capped with a domed ceiling where a fresco lays out a map of the heavens, with the constellations of the hemisphere and the signs of the zodiac. The two bathrooms have fine mosaic floors.

Qasr al-Mushatta

Just South of Amman, Qasr al-Mushatta offers an excellent example of characteristic Umayyad architecture. The castle is an incomplete square palace with elaborate decoration and vaulted ceiling. The immense brick walls of the

complex stretch 144 meters in each direction, and at least 23 round towers were nestled along these walls. The palace mosque is sited in the traditional position, inside and to the right of the main entrance. Throughout, there is a powerful symmetry and axuality in the planning, and this palace presents the most complete fusion of the two traditions in Umayyad architecture. Historians believe that Qasr al-Mushatta, the largest and most lavish of all the Umayyad castles, was begun by the caliph Walid II-who was assassinated by forced laborers angry over the lack of water in the area. The palace was constructed between 743-744 CE, but was never fully completed.

South of Amman

Madaba

The easy-going town of Madaba, located 30 km. Southeast of Amman, is most famous for its exquisite 6th –century mosaics. Its history dates back at least 3500 years, however. Madaba, which was in the Bible as the Moabite town of Madaba, was where king David's forces vanquished an Ammonite and Aramean coalition. His victory was short-lived, however, as in the mid-ninth century BCE the Moabite king Mesha freed the city. His victories were recorded on the famous Mesha stele, an inscribed stone set up in about 850 BCE.



Madaba-Mosaic Map (Fig 3.21)



Madaba-Night life (Fig. 3.22)

Madaba's most famous mosaic is located in the church of St. George in the Middle of the town. The Mosaic Map of Palestine represents the Holy land and its surrounding regions. Clearly visible on the map are al-Quds (Jerusalem) (and the Church of the Holy Sepulchre), the Dead Sea, the Jordan River, Nablus, al-Khalil (Hebron), Jericho, Egypt and the Nile River, Turkey and Lebanon. The mosaic was made around 560 CE, originally composed of over 2.3 million pieces, and

measured a staggering 25 by 5 meters. It is thought that 11,500 man-hours would have been required to lay the entire mosaic.²⁴

Mount Nebo

Less than 10 km. west of Medaba is Mount Nebo, known as Pisgah in the Bible. It is where the prophet Moses lived out his remaining days and, according to tradition, was buried. Mt. Nebo offers a fantastic view westward, with a vista that includes the Dead Sea, the West Bank, the Jordan River, and, on a clear day, Bethlehem and Jerusalem. There are actually two peaks on Mt. Nebo, Siyagha and al-Mkhayyat. During the sixth century CE, a Byzantine monastery was constructed at Siyagha. It was built on the foundations of an even earlier chapel, which was erected by monks from Egypt during the third or fourth century CE to commemorate the final days of Moses' life. Khirbet al-Mukhayyat was mentioned in the Bible as well as on the Mesha stele. Here, during the middle of the sixth century, villagers constructed their church dedicated to the saints Lot and Procopius. The floor was, of course, decorated with yet another rich carpet of mosaics which can be seen today.²⁵

Kerak

Various known throughout history as Qir Heres, Qir Moab, and Hareseth, Kerak has been a prized possession of a number of civilizations. It lies on the ancient caravan routes that used to connect Egypt to Syria, and its commanding position almost 1000 meters above the Dead Sea Valley made it a strategic asset of great importance. The city was the ancient capital of Moab, and was also used by the Greeks and Romans. During Roman times it was known as Characmoba. But it was not until the arrival of the crusaders in the 12th century that Kerak reached its full splendor. It is recorded that the crusader king Baldwin I of Jerusalem had the castle built in 1132. With its location midway between Shobak and Jerusalem, Kerak formed part of a great line of crusader castles stretching from Aqaba to Turkey. Kerak became the capital of the crusader district of Oultrejordain, and, with the taxes levied on passing caravans and food grown in the district. It helped Jerusalem prosper.

The Mamluk Sultan Baybars refortified the castle in the late 13th century, and it was also later used by the Ottomans. The fort itself has been partially restored, and is a maze of vaulted passages and rooms. To the west across the moat is the tower from which de Chatillon cast his prisoners to their deaths. The tower in the northwest corner was added by the Mamluks in the 13th century.

The multi-storied building at the southern end was the dungeon. To the right of the castle entrance, a stone staircase descends to the museum.

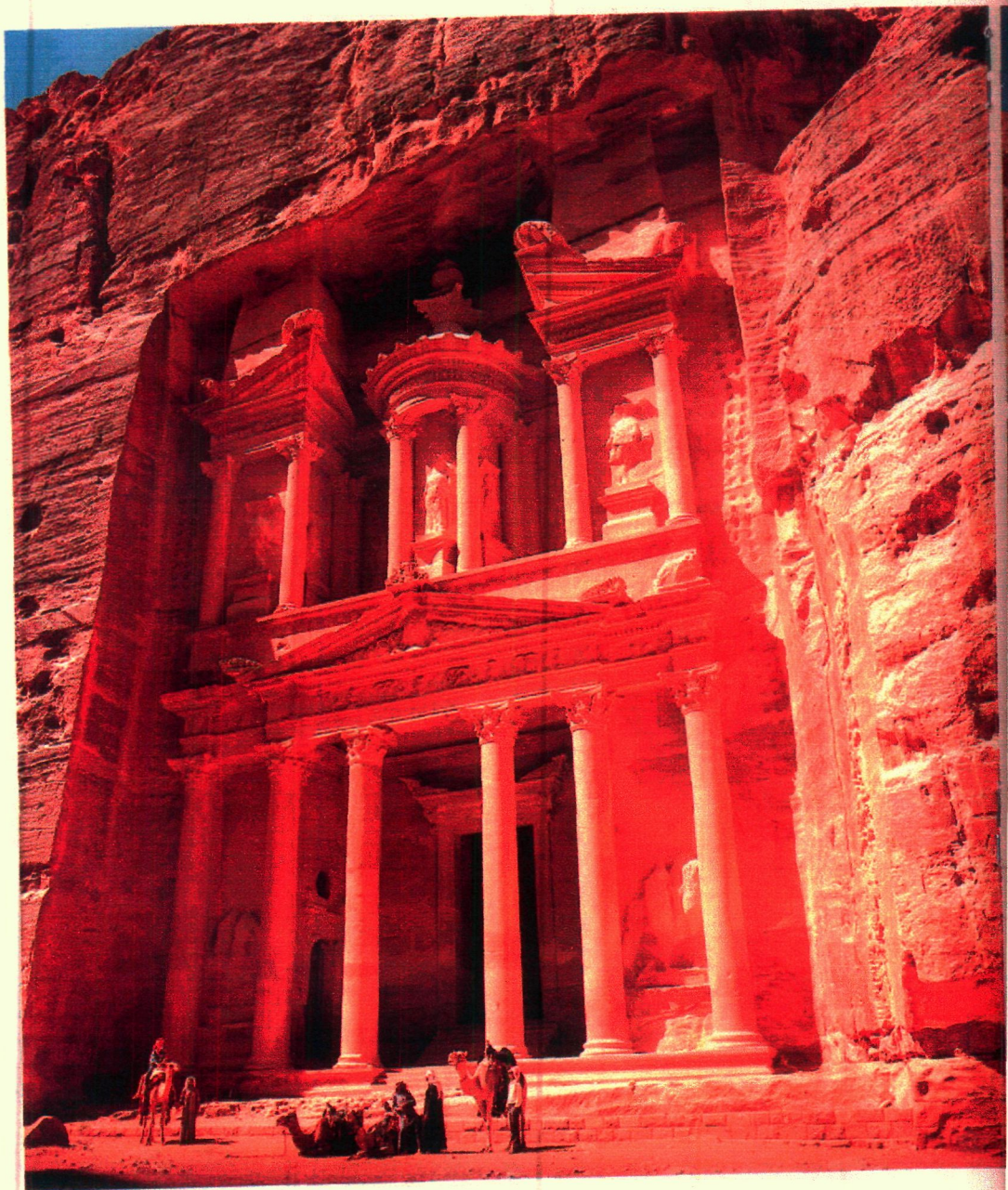
Petra

Undoubtedly the most famous attraction in Jordan is the Nabatean city of Petra, nestled away in the mountains south of the Dead Sea. Petra, which means 'stone' in Greek, is perhaps the most spectacular ancient city remaining in the modern world, and certainly a must-see for visitors to Jordan and the Middle East. The city was the capital of the Nabateans-Arab who dominated the lands of Jordan during pre-Roman times- and they carved this wonderland of temples,²⁶ tombs and elaborate building out of solid rock. The Victorian traveler and poet Dean burgon gave Petra a description which holds to this day- 'Match me such marvel save in Eastern clime, a rose-red city half as old as time.' Yet words can hardly do justice to the magnificence that is Petra. For seven centuries, Petra fell into the mists of legend, its existence a guard secret known only to the local Bedouins and Arab tradesmen. Finally, in 1812, a young Swiss explorer and convert to Islam named Johan Ludwig Burckhardt heard locals speaking of a 'lost city' hidden in the mountains of Wadi Musa . In order to find the site without arousing local suspicions, Burckhardt disguised himself as a pilgrim seeking to make a sacrifice at the tomb of Aaron, a mission which would provide him a glimpse of the legendary city. He managed to bluff his way through successfully, and the secret of Petra was revealed to the modern western world.

Petra is located just outside the town of Wadi Musa in southern Jordan. It is 260 km. from Amman via the Desert Highway and 280 via the king's highway.

History of Petra

Archeologists believe that Petra has been inhabited from prehistoric times. Just north of the city at Beidha, the remains of a 9000-year-old city have been discovered, putting it in the same league as Jericho as one of the earliest known settlement in the Middle East. Between that time and the Iron Age (circa 1200 BC), when it was the home of the Edomites, virtually nothing is known. The Bible tells of how king David subdued the Edomites, probably around 1000 BCE. The Edomites



The Treasury (el Khazneh)

Petra-The Rose Red City (Fig. 3.23)

were enslaved, but eventually won their freedom. A series of great battles were then fought between the Judeans and the people of Edom. In one of these, the king Amaziah, who ruled from 796 to 781 BCE, threw 10.000 prisoners to their deaths over the precipice of Sela. The area's principle water source, Ain Musa

(spring of Moses), is one of the many places where Moses struck a rock with his staff to extract water.

Sometime during the Sixth century BCE, a nomadic tribe known as the Nabateans migrated from Western Arabia and settled in the area. It appears as though the Nabatean migration was gradual and there were few hostilities between them and the Edomites. As the Nabateans forsook their nomadic lifestyle and settled in Petra, they grew rich by levying taxes on travelers to ensure safe passage through their lands. The easily defensible valley of Petra allowed the Nabateans to grow strong.²⁷

From its origins as Fortress City, Petra became a wealthy commercial crossroads between the Arabian, Assyrian, Egyptian, Greeks and Romans cultures. Control of this crucial trade route between the upland areas of Jordan, The Red Sea, Damascus and Southern Arabia was the lifeblood of the Nabatean Empire and brought Petra its fortune. The riches the Nabateans accrued allowed them to carve monumental temples, tombs and administrative centers out of their valley stronghold.

The growing economic and political power of the Nabateans began to worry the Romans, and in 63 BCE Pompey dispatched a force to cripple Petra. Nabatean king Aretas III either defeated the Roman legions or paid a tribute to keep peace with them. Later the Nabateans made mistake by siding with Parthians in their war with the Romans. After the Parthians' defeat, Petra had to pay tribute to Rome. When they fell behind in paying this tribute, they were invaded twice by the Roman vassal king Herod the Great.

It seems clear that by the time of the Muslim conquest in the seventh century CE, Petra had slipped into obscurity. The city was damaged again by the earthquake of 747, and housed a small crusader community during the 12th or 13th century. It then passed into obscurity and was forgotten in the West until Johanna Ludwig Burckhardt 'rediscovered' it for the outside world in 1812. And sights of interest include the Obelisk tomb, Khaznah (Arabic for 'the treasury'), Amphitheater, Royal Tombs, Temple of the Winged Lions, Byzantine Church, Qasr al-Bint Faroun (in Arabic, 'palace of the Pharaoh's Daughter') and al-Deir ('The Monastery').

Aqaba

With its balmy winter climate and idyllic setting, Aqaba is Jordan's year-round aquatic playground. In winter, while Amman shivers around 5C, the temperature hovers steadily at about 25C in Aqaba. The thriving underwater marine life and the crystal clear waters of the Gulf of Aqaba make diving conditions there among the acknowledge best in the world. Snorkeling, water skiing, windsurfing, fishing and other water sports are also popular.

Aqaba is also famous worldwide for its combination of stimulated industrial growth with strong environmental consciousness, Jordan has successfully established a number of environmental programs and guidelines which work with, rather than hamper, the regional economy. The Gulf of Aqaba Environment Action Plan agreed on by the multilateral working group on the environment establishes a regulatory framework and contingency plans designed to prevent deterioration of the coast, coral reefs and marine ecosystem. The Royal Society for the Conservation of Nature, the Royal Scientific Society, the marine science station and the Jordanian Society for control of Environmental pollution are several of the organizations which are currently addressing the environmental situation in the Gulf of Aqaba and Aqaba became more important regionally now, because it has become a free zone region.²⁸



Aqaba-Water sport (Fig. 3.24)



Aqaba-Modern Hotel (Fig. 3.25)



Aqaba-Aquatic playground (Fig. 3.26)

Visitors to the tourstic sites (Table 3.1)					
Tourist Sites	2000	2001	2002	Change02/0	No. of month
Petra	116,571	64,513	35,242	-45.4%	3
Jerash	64,450	43,700	21,050	-51.8%	3
Madaba (map)	39,955	21,320	5,746	-73.0%	3
Um Qais	23,182	17,963	20,269	12.8%	3
Ajloun	22,082	27,849	12,500	-55.1%	3
Rum	25,201	10,574	5,769	-45.4%	3
Karak	30,100	21,615	10,700	-50.5%	3

Preliminary STATISTICS DEPARTMENT MOTA/JORDAN

From the above table we can see the importance of the tourist destination according to its arrivals, and of course Petra has been taking the first place, next to Petra Jerash, Madaba and so forth.²⁹

Conclusion

This clear from our discussion in this chapter that Jordan has become a tourist destination on the world map, and changing it's tourist image. Jordan's tourism which are immense at the traditional cross roads of ancient trades routes, most of the great historical civilizations have left their mark.

Jordan is having every type of tourism product, either its culture tourism or medical or eco or adventure tourism, every site in Jordan is having more than one tourist product. The country is endowed with unique geographical, geological and environmental assets and unspoiled scenic sites. The enchanting scenery of Wadi Rum; the Madaba mosaic crafted during the Byzantine era in therapeutic benefits of the Dead Sea; and the Coral reefs of Aqaba are but a few examples of the diverse experiences awaiting tourists.

Jordan is also spiritually significant to a number of the world's religions. It is part of the Holly land of both the old and nee Testaments, and has a number of historical and religious sites associated with the early years of Islam and the history of the Islamic Empire.

Jordan has recognized the importance of tourism, and giving special emphasis for tourism. Tourism has become a vital economic sector in Jordan in contributes significantly to the GDP, foreign exchange and employment.

At the same time, Jordan is committed to environmentally sound development which will protect the sensitive ecological, historical recreational areas and religious sites.

References

1. for more information see Jarash Festival home page at:
<http://www.jerashfestival.com.jo>.
2. Aqil Beltaji, 2000. Jordan's Tourism Strategy at the Threshold of the 21st century (workshop) working paper, Amman, Jordan
3. Elias Salameh, 1991. Medical Tourism, Arabic version, Amman, Jordan. pp. 11-13.
4. Rami G. Khouri, 1992. Archaeological Guide of Petra city, Logman, London, U.K. p. 16.
5. Ministry of Tourism and Antiquities, 1990-1992. Statistical Department.
6. Ministry of Tourism and Antiquities, 1998. Plan and strategy of Tourism.
7. Chrysanthos, Kanellopous, 1994. The Great Temple of Amman: The Architecture, ACOR, Amman, Jordan p. 25.
8. Lwis. Ma Khalouf, 1975. Jordan, History, civilization and Archaeology, Arabic version, Amman, Jordan p. 123.
9. G. Lankester Harding, 1985. The Antiquities of Jordan, Lutter-Worth Press, London. U.K. pp.41-45.
10. Lwis Makhoulf, 1975. Jordan, History, Civilization and Archaeology Arabic version, Amman, Jordan p. 145.
11. Ibid. p. 149.
12. Rami G. Khouri, 1991. Jerash, Longman, London, U.K. pp. 8-12.
13. Lwis Makhoulf, 1975. Jordan, History, Civilization and Archaeology, Arabic version, Amman Jordan p. 167.
14. Rami G. Khouri, 1991. Jerash, Longman, London, U.K pp. 13-17.
15. Lwis Makhoulf, 1975. Jordan, History, Civilization and Archaeology, Arabic version, Amman Jordan pp. 175-177.
16. Ibid. pp. 179-181.
17. Ibid pp. 183-185.
18. Ibid p. 187.
19. Salah Eddin Al Buheiri, 1999. Geography of Jordan, Amman, Jordan p. 55.

20. For more information on Dead Sea Health and beauty products, see <http://www.zara-deadsea.com>.
21. Safwan Al Tal, 1985. Archaeological Islamic and Arabic sites in Jordan, Arabic version, Amman, Jordan. pp. 28-35.
22. Ibid pp.34-38.
23. Ibid pp.38-42.
24. Michele Piccirilo, 1993. The Mosaics of Jordan, ACOR Amman, Jordan p.9.
25. Lwis Makhoulf, 1975. Jordan, History, Civilization and Archaeology, Arabic version, Amman Jordan, p. 18.
26. Nawaf Al Qusous, 1991. Petra, the Nabateens Civilization and Architectural Art, Amman Jordan, p.3.
27. Ibid p.10.
28. For more information see the website at <http://www.free.zones.gov.jo>.
29. The Cyber-tourist can see video clips of various Jordanian cities at <http://www.access2arabia.com/turab>.

CHAPTER -4

INTERNATIONAL TOURISM IN JORDAN

- 4.1 Introduction**
- 4.2 Jordan as an International Tourist Destination**
- 4.3 Economic Benefits**
- 4.4 Social Benefits**
- 4.5 Future Prospects of Tourism in Jordan**
- 4.6 Conclusion**

INTERNATIONAL TOURISM IN JORDAN

Introduction

Of course the highest purpose of tourism is to become better acquainted with people in other countries, because this furthers the understanding and appreciations that builds a better world for all. International travel involves the exchange of knowledge and ideas-another worthy objectives. Travel raises levels of the human experience, recognition, and achievements in many areas of learning, research, and artistic activities.

Tourism goes beyond dependable transportation and comfortable hotels, it necessitates enhancing all the avenues through which a country presents itself. They include educational, cultural, media, science and meeting/ congress activities. To increase accessibility, cultural institutions need to adopt to meet visitors needs, sometimes providing multilingual, guides. Tourists can then move easily choose the purposeful activities that will match their interests.

Tourism is one of Jordan's major industries and, in 1995, contributed to more than 10 percent of the country's gross national product. Over one million tourists visited the kingdom in 1995, bringing in about US\$ 625 million in revenues, the sector has tremendous potential for future expansion. Visitors from within the region have traditionally accounted for most of Jordan's tourism. With the advent of peace, however, the country is poised to begin developing its untapped potential foliated international tourism.

The government recognizes these promising prospects, particularly in the development of resorts of international caliber. At the same time, Jordan is committed to environmentally sound development which will protect the sensitive ecological and historical, recreational areas and religions sites.

Reflecting the recent peace accord, Jordan has made a strong commitment to tourism and its promotion. This undertaking has resulted in tourism-related legislation, which is in the final stages of review. The Government is also addressing series of major projects which will provide the infrastructure necessary to sustain this rapidly developing industry. Jordanians are fully aware of the international nature of tourism, and the interdependency Jordan will have with its

neighbors in the promotion and sustaining of long-term markets. Between 1983 and 1995, the country's tourism industry experienced a steady growth. In the number of tourists, the majority of whom were from Gulf Cooperation Council (GCC) countries.¹

The non-Arab tourist market has grown impressively in recent years, from 200.000 in 1992 to 500.000 in 1995. The major contributor to this sector is the European trade which composes 24 percent of the market, since the end of the Gulf war, and as a result of the recent peace accord, there has been a steady growth in the key tourist sectors. The fastest growing tourist segment is packaged tours, which is currently dominated by European visitors.

The World Tourism Organization (WTO) Projected Jordan's tourism growth to be composed of two components:

- International or long-haul tourists. And,
- Larger segment of Inter-regional tourist.

In 1992, WTO projected an average four percent annual growth of international tourists and five percent yearly growth of neighboring Arab countries. However, these 1992 forecasts did not take into consideration the impact of the peace accord or the implications of an open border between Middle Eastern countries, which is already beginning to show a significant impact on these numbers. Beyond Jordan's many tourist attraction, the country's central geographic position, stable government, friendly people and safe atmosphere for tourists augment an already strong basis for attracting new tourism to the region. While the bulk of future growth may be anticipated from international visitors, part of this increase is expanded to come from pilgrimages and visits to religions sites.² It is believed there will be a corresponding increase in business visits in support of tourism and other growing business- related activities.

The 6.3 percent annual growth in total rooms over the past 10 years is predicted to increase dramatically, along with the current average occupancy rate of 65 percent and the present average daily room rate of US\$ 86. As a result of this increase, tourism figures in 1995 rose almost 25 percent over 1994 figures, with the majority of visitors coming from Europe. Interestingly, tours from Israel,

which were previously excluded, accounted for almost 12 percent of the total number of tourists while tourism from GCC countries declined slightly.

The number of nights tourist stay in Jordan varies across different nationalities. Data for the package tours alone indicate that the average length stay has decreased from 5.14 in 1989 to 4.44 nights in 1994. To fully develop Jordan's tourism potential, the government established the Ministry of Tourism and Antiquities law in 1988. That same year, the government also established the higher council of tourism headed by the Minister of Tourism. Its goal to develop national tourism policy, laws and regulations, provide support for hotel training centers, and undertake marketing and promotion. The higher Council of Tourism is composed of representatives from all major Ministries, including the Aqaba Regional Authority and Jordan valley authority, and the Royal Jordanian Airlines. One of the key policies developed by the Ministry of Tourism concerns tourist investment and infrastructure development. It encourages the private sector to undertake the development of hotels, beaches, restaurants and all other tourism – related services in Jordan, including the new Dead Sea and Aqaba resorts.

The implications of creating a major tourism initiative are well recognized. Throughout the world, tourism development has traditionally been led by the private sector and has served as focal point for private investment from domestic as well as international sources. International investment will be fundamental to Jordan's development as an international tourism center. To this end, incentives have been established to attract required levels of capital.³

Jordan's International Tourism Potential-as Tourism Destination

As an incentive destination, Jordan offers a triple attraction: Petra, Wadi Rum and Jerash. Two of these-Petra and Wadi rum-have new facilities which make them easier to handle for incentives planners, while Jerash is a short ride from a choice of superb Amman hotels with good high way link.

Let's take Petra first. Described by an English Poet as 'the rose-red city half as old as time', Petra was the capital of the Nabatean Arabs who came from northern Arabia long before either the Greek or the Roman.

Petra reached its zenith under the Romans and many buildings, including a rock-carved theatre, colonnaded street and temple were added.

They are still there. Eventually, the city's prominence dwindled and with time, even its location was lost until a Swiss explorer stumbled upon it by chance during an expedition in the area.

Petra then naturally became the goal of Explorers, historians, archaeologists and adventurers of all kinds, although they frequently underwent extraordinary hardship to get there. Today the site is an easy, three-hour drive over a superhighway from Amman. No hardships there for incentive planners.

Petra is set in a canyon that has only one very narrow entrance, known as the Siq, which could be easily defended against attack by invading army. In the century after its rediscovery, all that was visible were structures carved on the face of the canyon walls.⁴ Archaeologists began excavations and now there is much more to see.

Travel agents and others in the trade who have made 'fam' trips to Petra agree that it is one of the most fabulous sites on earth to visit, and now with a new hotels, visitors can be encouraged to stay days, instead of hours, to explore its wonders and enjoy this great travel experience.

The appropriate time to visit Petra from December through the end of March, take warm clothes. Particularly when one walking or hiking in the evening.

Not to long a drive from Perta takes you to Wadi Rum, a valley of magnificent desert and moonscape scenery where towering cliffs of weathered rocks reach up from the valley floor. The color of the stone and sand and the endless span of sky create a special sensation.

The valley was one of the earliest inhabited sites in Jordan, according to archaeologists who have uncovered a small village dating 4,500 BC. The most famous episode of Rum's history took place in World War I, when T. E. Lawrence and the Arabs crossed the valley fighting the Turks.

Forty years later Peter O'Toole and Omar Shariff traversed the same route to film Lawrence of Arabia.

For visitors who take the route now, it is a journey into another world and one to make the trip by camel and spend a night camping in the desert. Increasing the number of tourists to any country is not a real target. This could rather have a negative impact on the national economy if we take into consideration the pressure and negative effects which high numbers of tourists can have on the infrastructure, historic places, the environment, and the local community. It is an aimless offer of the tourism product which concerns mainly with attracting tourists regardless of the benefits the country will get from them.

Tourists are increasingly distributed on all tourism markets in the world. There is also a rapid growth in the Special Interest Tourism. In the industrialized and advanced countries, the number of people within the age range of 35-50 is increasing. Those people usually earn the highest incomes, and tend to travel for short visits in contrast with old and retired people who would like to make long trips.⁵

There is also a growing demand by foreigners to know the area and practice certain sports in it. Families now tend to travel for tourism and shopping.

In this Chapter, we will review the most important tourism markets with the aim of promoting Jordan's touristic products in these markets.

4.1. Europe

This market includes countries of central and eastern Europe, the most important of which is Russia. Among the countries of northern Europe, Britain sends the biggest number of tourists to Jordan. In southern Europe, the largest number of tourists to Jordan come from Italy. In western Europe, Germany and France come in the first and the second places respectively.⁶

The European market is a traditional tourism market for the Middle East region in general, and Jordan in particular. The number of Europeans who visited Jordan have increased over the past years, and reached 255,000 in 1995. This made 23.8% of the total number of tourists who came to the country in that year.

Progress of European Tourists arrivals to Jordan (1994-1998) (Table 4.1)

Region	1994	1995	1996	1997	1998
East med. Europe	12883	27128	9855	19093	18619
North Europe	50157	603012	61485	64386	55441
South Europe	41677	49268	41798	39767	46803
West Europe	86615	115274	134740	115201	95722
Others	874	3474	3942	964	2860
Total	192176	255496	251820	239411	219445
%	22.4	23.8	22.8	21.2	17.5

Source: Ministry of Tourism 1999.

However, there was a fall in the number of European tourists and their percentage to the total number of tourists. This percentage fell from 22.8% to 21.2% in 1997, and reached 17.5% in 1998.(table 1)

Therefore, the Jordanian tourism products seem to be under tough competition in terms of price and quality from traditional and emerging markets. Taking into consideration the social and cultural level of the European tourist, the Jordanian tourism product may not be able to compete by just reducing the price. But Jordan can better compete with others in terms of the quality of the product, the services offered, and the programmes designed to attract special groups of European tourists. On the other hand, the region is witnessing tough competition on the European market in general, as there was a European demand which could not be met at present, neither by Jordan nor by other countries in the region. Hence Jordan's tourism supply must be developed in order to meet the European demand.

The European tourism demand focuses mainly on short and frequent tours, trips to the countryside, access to certain sports such as walking, shopping in popular places, exploration tours, and tourism for treatment purposes. There is a decline in the demand to visit coasts and enjoy sunlight due to the growing public awareness and change of concepts concerning public health, and environment. Medical tourism in Jordan can be better utilized to attract more European tourists. Promoting this kind of tourism requires efficient marketing plans, and the development of the infrastructure facilities and services.

Statistics of the World Tourism Organization indicate that the growth rate of the number of European tourists to other countries is 5.5%. This rate is higher than the growth rate of the European domestic tourism which is estimated at 2.6% in the years 1990-2010.

Forecasts of World Tourism Organization for the European Tourists

(Table 4.2)

Tourists Arrivals and Receipts	1990	2000	2010	Average growth (1990-2010)
Domestic Tourism (JD millions)	239	311	396	2.6
International Tourism (JD millions)	26	48	76	5.5
Total (JD million)	265	359	472	2.9

Source: World Tourism Organization global tourism 1996.

4.2. The United States.

The US travel agencies organize travels for US citizens to certain regions throughout the world. North and south Atlantic regions are traditional places for the US tourists. South-eastern pacific countries is also another region where US tourists go mainly in groups. The US tourist travel to Europe usually according to programmes dividing Europe into several destinations such as Spain and Morocco, Italy and France, Greece and Turkey.

The US tourist would like to travel within one region to maximize the benefit from one trip, and to get to know better the geography, history, and culture of that region. The Middle East has a great potential to attract more US tourists, especially through organized ferry travels which have become more popular in recent years. The Americans also have interest in the tourism products of the Middle East, especially from Egypt, Jordan, Lebanon, Israel and Palestinian territories. This is due to the region's ancient civilization and religious heritage of all religions.

Jordan is a traditional market for US tourists who come to the country for different Purpose, including visits to the holy sites, rest and recreation, adventures, and others. During the years 1994-1998, US tourists made about 87.8% of the total tourists who came to Jordan.⁸

Americans tourists arrivals to Jordan during (1994-1998) (Table 4.3)

Items	1994	1995	1996	1997	1998
Tourist arrivals	58095	83853	86064	85796	78644
% of the tourist arrivals	6.8	7.8	7.8	7.6	7

Source: Ministry of Tourism 1998

Although the average US citizen would not like to travel for long distances, but those who travel usually repeat their trips outside. The most important trips are those made by businessmen which usually result in great benefits for the countries who promote such trips.

The US tourist likes to move and travel within a clean and healthy environment, and where there is a high degree of security and stability. The US tourist takes these factors into consideration before deciding on the place to which he will travel.

The United States is characterized by continuous growth in its economy, and most of those who are in the working age of its people do actually have jobs. The number of US tourists is estimated to rise to 100 million in the future, with 35% of them having children. The Americans look at the holiday as a family time, an opportunity for the family members to meet. They prefer short trips (3-7 days), and to go in groups. The travel agencies undertake all the arrangements including travel, residence, and programmes. The US visitor does not like to spend much time on deciding what place he/she shall go to. Hence, time-consuming activities would not appeal to them. The American citizen would ask for the best prices, and 94% of them do not trust commercials. They would rather depend on the opinion of their friends and associates.

Every US citizen who is above 50 years of age is considered a prospective tourist, because they usually have enough income and time that would enable them to travel. This age category contributes to about 30% of the international cruise trips designed for rest and recreation. Specialized American firms run these trips with good price subsidized by certain institutions.

4.3 Japan and South-Eastern Asia

Cost is a decisive factor in the tourism movement in Japan. Travelling abroad is less costly for a Japanese tourist than making an internal trip. This means that domestic tourism in Japan is more expensive than international tourism. Another important factor in the Japanese market is the Yen price against the dollar. It has been noticed that the number of Japanese tourists abroad increased to 15.3 million in 1995, when the exchange rate was stable. The number increased more and reached 16.5 million tourists in 1996. About 12% of those tourists went to Europe, and 90% of them repeated the trip to Europe for the second time at least.

Asian markets such Hong Kong, Korea, China, Singapore, Taiwan and Thailand, are considered traditional tourism places for the Japanese tourists. About 44.4% of the Japanese tourists go to these countries, while 33.5% of them go to North and Central America. About 2 million Japanese tourists go to Hawaii Island each year.

The number of tourists coming to Jordan from South-East Asia is rising. Official statistics show that the number of tourists from Japan rose from 7,300 in 1994 to 33,500 in 1997, or 3% of the total tourists to the country. However, the economic crisis that hit South-East Asia in recent years has affected the tourism movement from these countries. Thus, the number of tourists from Indonesia and Malaysia to Jordan fell from 26,000 in 1997 to 13,000 in 1998.⁹

The Japanese tourists usually concerns about the hospitality and the way people receive them in the country they visit. This requires high quality services, and skillful labourers who are able to cope with tourists from different cultures. For example, the Japanese people consider that the buyer is more important than the seller, i.e. customer first, but the Europeans look at both the buyer and the seller as equal. Travel agencies undertake transport services to the Japanese tourists, and the Japanese concerned authorities supervise the agencies' commitment to the terms of their offer. About 85% of Japanese tourists organize their travels through these travel agencies. The Japanese tourist is among the high spending category of tourists, as his spending is estimated at US \$ 3350 each trip. September is the most active month for the Japanese tourists. About 36.8% of the

Japanese tourists stay 5-7 days in each trip, while 36.6% of them stay 8-14 days each trip. But the average stay of Japanese tourists in South-East Asian countries is 4 days.

Tourists arrivals to Jordan from Japan and East Asia (Table 4.4)

Region	1994	1995	1996	1997	1998
Japan	5864	6669	8119	7603	7554
East Asia	14608	25993	25617	25923	13151
Total	20472	32662	33736	33526	20705
%	0.9	3	3	3	1.6

Source: Ministry of Tourism 1999.

About 25.2% of Japanese tourists are more interested in natural scenery, while 16.6% are interested in antiquities and history, and 12.7% prefer recreation. The difficulties that face the Japanese tourists include language, security, health care, food and travel costs.

A Japanese tourist would like the following :

1. Easy travel and residence procedures.
2. Welcoming signs, brochures, and publications in the Japanese language.
3. The availability of the Japanese food.
4. A high degree of cleanness at the lodging place.
5. The provision of excellent services.
6. Security and the availability of the necessary information.

4.4 The Gulf Cooperation Council States (GCC)

The sustainable tourism development in any country depends on three essential activities, domestic tourism, inter-regional tourism, and long-haul tourism. The GCC market is the main regional market for the Jordanian touristic product. Inter-regional tourism makes about 82% of the total tourists worldwide, while long-haul tourism make 18%. In the Middle East region, inter-regional tourism made 42% of the activity in 1997, and 58% for long-haul tourism.

Inter-Arab tourism makes only 28% of the destinations of Arab tourists. The Arab tourist still prefers Europe and south Asia. Estimations show that Arab tourists spend over US \$ 40 billion annually in various parts of the world, but their spending inside the Arab world does not exceed US \$ 3 billion a year.

The World Tourism Organization says that the low share of the Arab countries in the world tourism, which does not exceed 2.6%, is due to the weak inter-Arab tourism. The organization forecasts that inter-Arab tourism. The organization forecasts that inter-Arab tourism will fall from 58% to 37% in the year 2020. The long-haul tourism will grow to reach 63%. The GCC market is a traditional and important market for Jordan's tourism. This market witnessed acute decline following the 1991 Gulf war. But it was reactivated, and the number of tourists from the Gulf is rising.

Tourists from the GCC countries made about 64.5% of the total number of tourists who came to the country in 1994. The number of tourists from these countries reached 55,300. It increased to 77,200 in 1998.¹⁰

Tourists Arrivals from Gulf countries during (1994-1998) (Table 4.5)

Item	1994	1995	1996	1997	1998
No. of tourists	553050	566561	572657	604101	772427
%	64.5	52.8	51.9	53.6	61.5

Source: Ministry of Tourism 1999.

Data obtained in 1998 show that inter-regional tourism has enhanced tourist activities in the country, and made up for the decline in tourism from international markets. Moreover, Jordan has strong historic and cultural relations with the GCC countries, which contributed to giving Jordan an advantage over some other countries for tourists from GCC states. Tourism from the GCC countries becomes more active in June, July and August, as the tourists spend their annual holidays abroad, and also avoid the hot weather conditions in their countries. Tourists from the Gulf often come with their families, or as individuals. But some times they come in groups. They come to Jordan mainly by their own vehicles. Some of them, however, come by air.

Tourists from the Gulf are the category of tourists who make the longest stay in Jordan, 13.8 nights, and the highest spending 1882JD. They usually come for recreation, treatment, visiting their relatives, or to see the historic sites in the country.

Importance of International Tourism

Tourism as we know is a phenomenon of modern times. This phenomenon today has become a very complex activity encompassing a wide range of relationships. Simply defined, tourism can be considered to be a movement of people away from their normal place of residence.

The World Tourism Organization (WTO) estimated that in the year 1988, there were over 380 million International tourist arrivals throughout the world, it is also estimated that in the year 1990 International tourist arrivals would approach the figure 415 million. These tourists in their turn spend billions of dollars in the countries visited during their travel. From the time a decision is taken to visit a particular place for the purpose of tourism travel actually undertaken, till the time a tourist returns home, a wide range of activities would have taken place. All these activities undertaken by the millions of tourists around the world in a given period of time may be described as tourism.

International Tourism Overview

The highest rates of growth in what may be described as export tourism were achieved in Asia and Pacific. But Europe continued to account for almost three quarters of all arrivals and some two thirds of total receipts, and the combined share of Europe and the Americas was over 90 percent of all arrivals and close on 90 percent of total receipts.¹¹

In most developed countries, international tourism accounts for only a modest proportion of the Gross National Product. It is less than 1. Percent for example in Australia, Federal Republic of Germany and the United States, but it is several percent of the GNP in some developed countries with a developed tourist industry, for example Austria, Switzerland, and Japan. Similar relatively high contributions of international tourism to the GNP are in several countries

with a rapid rate of development in recent years, such as Greece, Ireland and Spain, and still higher ones in a number of developing countries.

Generally tourism ranks high as an export industry in countries lacking in natural wealth and highly developed industry. For example, in the 1970s tourism accounted for a third or more of all export earnings for Jordan, Malta, Panama, Spain, and Tunisia, for a quarter or more for Greece and Morocco, for a fifth or more for Jamaica, Kenya, and Yugoslavia.¹²

But by the contrast to the role of export tourism in the balance of payments of some countries, import tourism fall well below one tenth of all imports of goods and services even in countries generating the highest numbers of international tourists, such as the Federal Republic of Germany and the United States. Moreover, the two countries which expressed most concern about the role of tourist expenditure in their balance of payments, the United Kingdom and the United States, actually experienced a decrease in the proportion of their residents' tourist spending abroad in relation to their total imports in the 1990s.¹³

Problems of Growth and Development

The growth and development of tourism are not without problems.—

- Firstly, is that land use. When for example, much of the area of a tourist destination is devoted to arable land and to other forms of agriculture, there maybe a conflict in the demands which tourism makes on the countryside, both in its requirements for land for its facilities and in the need for public access. If tourism is to grow more land has to be devoted to it and opened to tourists. This calls for provision of areas of land and increasing access, and raises the problem of the allocation of scarce resources in the most equitable and an esthetically satisfying way.
- Secondly, there maybe a conflict between the demands of visitors and the interests of residents of a town or region. Whilst both call for high level of facilities for leisure and amenity, the larger the number of visitors, the Greater the risk of inconvenience and loss of amenity and facilities to those living in the town or region. Tourism implies the injection into destination of an alien element, which may engender resentment on the part of the native population. It is an

important task of the economic benefits of tourism at minimum social disturbance. This is also a planning and social problem.

- Thirdly, Tourism is to a considerable extent a seasonal activity. Relatively little of it continues throughout the year and most of its facilities are used intensively for less than half of the time. This leads to a wasteful use of resources and may, in particular, result in seasonal unemployment.¹⁴ This is an economic as well as a social problem. Apart from any attempts to lengthen the season, especially by taking advantage of the growing incidence of additional holidays, most of which are taken outside the main season, a careful examination has to be made of what facilities are least wastefully provided for a part-year use and of the extent to which they may be manned by seasonable labor, which may not be available for year-round employment anyway.

A healthy economy is a diversified economy, which does not rely for its prosperity on one or two industries. It is necessary to decide what represents the optimum degree of diversification for a particular economy. At the same time, if Tourism is to prosper, it must be realized that some industries are compatible with it and others are not. This is both an economic and planning problem.

The challenge is clear. Each country, region, and town has to decide:

- a- Whether it wishes to become an important tourist destination.
- b- How to maximize the economic and other advantages of tourism.
- c- How to meet the problems that the growth and development of tourism present.

The rewards can be high for those who understand the nature and the effect of tourism and who are able and willing to plan for tourism rather than let it happen.

ARRIVALS OF TOURISTS FROM ABROAD TO JORDAN (Table 4.6)

NATIONALITY	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
Total	439,481	669,262	774,871	857,610	1,073,549	1,102,752	1,127,028	1,256,428	1,357,822	1,426,879
Africa				779	2,300	2,313	2,338	2,750	2,811	32,758
Southern Africa				779	2,300	2,313	2,338	2,750	2,811	3,117
Others Africa										4,073
Americas	23,978	39,250	51,512	69,878	103,346	107,960	107,676	108,612	123,525	126,411
Northern AME	21,905	36,706	48,596	66,129	96,801	100,159	99,191	101,927	116,264	116,754
Canada	2,985	4,761	5,828	7,564	11,816	12,748	11,879	12,759	13,631	14,491
Mexico	129	560	442	470	1,132	1,347	1,516	1,524	2,179	3,001
USA	18,791	31,385	42,326	58,095	83,853	86,064	85,796	87,644	100,454	99,262
Southern AME	2,073	2,544	2,916	3,749	6,545	7,801	8,485	6,685	7,261	9,657
Argentina				616	1,162	1,004	1,025	906	1,297	2,319
Brazil	651	756	888	1,192	2,382	2,673	2,914	2,088	2,012	2,658
Chile				455	446	900	869	659	664	1,212
Venezuela				512	647	763	515	624	629	607
Australia	2,448	5,336	6,385	8,004	10,455	10,108	11,382	10,409	12,000	12,635
New Zealand	425	1,151	1,526	2,040	2,577	2,806	2,921	2,696	3,120	3,380

International Tourism in Jordan

[illegible]

International Tourism in Jordan

North East AS	3,165	4,602	5,030	6,308	6,742	8,275	7,651	6,677	9,559	15,221
Hong Kong	339	752	399	444	73	156	48	123	509	1,178
Japan	2,826	3,850	4,631	5,864	6,669	8,119	7,603	7,554	9,050	9,556
Other Nor.										4,487
South East AS	2,870	6,769	10,879	14,608	25,993	25,617	25,923	13,151	22,700	24,551
Indonesia	1,862	3,908	6,220	8,474	14,044	14,909	16,990	8,490	15,488	16,138
Malaysia	645	1,145	1,993	3,198	8,218	7,109	7,247	3,561	5,132	5,903
Singapore	363	1,716	2,666	2,936	3,731	3,599	1,686	1,100	2,080	1,691
Other Southeast										819
Australia	2,873	6,487	7,911	10,044	13,032	12,914	14,303	13,105	15,120	16,015
Other EUR			1,076							
Southern EUR	15,304	40,986	40,331	41,677	49,268	41,798	39,767	46,803	74,651	79,946
Greece	1,243	1,681	2,350	2,059	3,825	2,598	2,606	2,840	3,893	4,566
Italy	7,478	27,626	25,291	27,501	29,274	27,485	26,385	28,971	47,844	49,282
Portugal				286	1,016	844	676	721	1,222	1,881
Spain	4,379	8,797	11,136	10,294	13,995	9,521	8,434	11,121	17,251	21,110
Yugoslavia	2,022	2,560	1,163	823	823	444	767	1,019	776	954
OT South EUR	182	322	391	714	335	906	899	2,131	3,665	2,155
Western EUR	19,267	39,240	58,853	86,615	115,274	134,740	115,201	95,722	134,890	153,218
Austria	1,448	3,016	5,069	8,038	9,773	12,465	9,327	6,757	8,345	8,318

International Tourism in Jordan

Belgium	1,017	2,600	4,146	4,963	7,398	8,338	11,127	10,417	13,199	14,246
France	5,359	11,275	16,795	24,766	30,075	30,278	29,493	28,826	45,459	53,817
Germany	8,533	17,331	25,261	34,235	44,804	56,589	45,130	31,950	43,212	48,828
Luxembourg				134	153	200	147	113	168	180
Netherlands	1,555	2,711	4,646	10,294	15,441	18,562	13,485	12,155	17,597	18,750
Switzerland	1,319	2,280	2,874	4,051	7,630	8,308	6,492	5,504	6,910	9,079
OT West EUR	36	27	62	134						
Cyprus	411	627	1,058	894	982	1,165	964	810	1,357	1,430
Other Europe	890	1,281	3,160		2,492	2,777		2,050	1,556	433
Israel				10,767	100,079	121,196	125,625	119,261	125,528	136,737
Middle East	348,216	490,629	547,006	553,050	566,561	572,657	604,101	772,427	761,598	744,409
Saudi Arabia	272,585	413,347	460,292	457,591	452,860	459,143	477,841	608,478	609,229	471,142
Bahrain	51,424	35,700	34,606	33,418	40,163	38,522	40,629	43,021	44,785	37,874
Kuwait	13,070	24,254	28,407	39,295	46,279	47,488	55,537	82,205	73,811	58,102
Oman	4,072	5,759	7,736	7,183	9,382	10,016	10,499	12,808	11,674	7,994
Qatar	2,553	3,418	5,782	6,115	6,610	6,560	8,037	10,080	7,916	6,722
United Arab EM	4,512	8,151	10,183	9,448	11,267	10,928	11,558	15,835	14,183	12,886
Other Arab										149,689

Source: MOTA, Statistical Department 2001

From the aforementioned table, we can notice the nationalities of international tourists visiting Jordan.

Global Forecast

World Tourism Organization (WTO) forecasted an average annual growth rate in international tourist arrivals for the year 1990 of 3.8 per cent (i.e. 3.2 per cent a year actual in 1990-1993, and projected growth of 4.5 per cent a year for the remained of the decade). A slight lowering in the rate of increase-to between 3 and 4 per cent a year-is expected in the first decade of twenty first century. International tourist arrivals are forecast to grow from 465 mn in 1990, to 660 mn in 2000, and 973 mn in 2010, a doubling in two decades.

Africa

Growth rate:	990-1995 4.5 per cent a year
	1995-2000 5.5 per cent a year
	2000-2010 4.0 per cent a year

Interregional	2000-24.3 mn
Tourist arrivals:	2010-36 mn

International arrivals' share will rise from 38 per cent in 1990 to nearly 42 per cent in 2010.

Americas

Growth rate:	1990-1995 4.2 per cent a year
	1995-2000 5.5 per cent a year
	2000-2010 3.5 per cent a year

Interregional	2000-146.7 mn
Tourist arrivals:	2010-206.9 mn

Interregional arrivals' share will decline from 78 per cent in 1990 to 68 per cent in 2010.

East Asia and the Pacific

Growth rate:	1990-1995 6.1 per cent a year
	1995-2000 7.5 per cent a year
	2000-2010 6.5 per cent a year

International	2000-101 mn
Tourist arrivals:	2010-190 mn

Interregional arrivals' share will rise from 73 per cent in 1990 to 80 per cent in 2010

Europe

Growth rate:	1990-1995 2.2 per cent a year
	1995-2000 3.2 per cent a year
	2000-2010 2.5 per cent a year

International	2000-372 mn
Tourist arrivals:	2010-476 mn

Intraregional arrivals' share will show a little change i.e. 88 per cent in 1990, to 87 per cent in 2010

Middle East

Growth rate:	1990-1995 3.4 per cent a year
	1995-2000 4.6 per cent a year
	2000-2010 2.5 per cent a year

International	2000-11 mn
Tourist arrivals	2010-18 mn

Intraregional arrivals' share will rise from 34 per cent in 1990 to nearly 38 per cent in 2010

South Asia

Growth rate:	1990-1995 5.1 per cent a year
	1995-2000 7.2 per cent a year
	2000-2010 6.5 per cent a year

International	2000-5.8 mn
Tourist arrivals:	2010-10.4 mn

Intraregional arrivals' share will rise from 30 per cent in 1990 to 32 per cent in 2010

In each region, there are established (or mature) tourist destinations, fast growth (emergent) countries, and destinations which are newly developing or re-establishing themselves(embryonic). The strongest growth prospects in outbound tourism are found among developing country regions. Those countries identified as likely to record growth substantially above the average for their region are listed below:

Region	destination country (inbound)	origin country (outbound)
East Asia and Pacific	China Indonesia Malaysia Philippines Thailand	Japan
South Asia	-	-
Africa	Indian Ocean Islands South Africa	South Africa

Americas	Caribbean Islands Mexico	Latin American countries
Middle East	Egypt (subject to political And social stability).	
Europe	East Mediterranean countries	

- Each year, the number of people who obtain the means to engage in tourist activity grows, most marked in the countries of Asia, Latin America, and as rein economies become fully integrated into the international economic network, the countries of the Eastern European subregion, and least noticeable in countries approaching their “ceilings” in participation in tourism, such as Western Europe. In general, this “new” demand is for discretionary travel, though a sizeable proportion in many regions is to visit friends / relatives (VFR), rather than pure vacation travel.

Continuing advances in computer technology, and even more rapid growth in the use of these developments for business applications, is likely to slow the expansion of business travel.

- conventional/traditional discretionary tourism(i.e. resort-based, touring) will grow less rapidly than alternative forms of holidays(particularly those related to active pursuits and exposure to local society and culture) but will still predominate. The mainstream: alternative discretionary tourism ratio of 90:10 is expected to represent the maximum achievable by the “new” tourism movement;

- There remains considerable potential in the western industrialized countries’ beach resort tourist market segment-indeed, it will be the main sty of inbound tourist growth in the East Asian and the Pacific, South Asian, Northern African, Caribbean and Mediterranean regions and subregions. The potential will be satisfied in part through traditional beach tourism, but increasingly with focus on tourists’ “new aspirations” within a beach resort based setting or at resort

developments linked with a particular interest or activity (e.g. mountain-winter sports);

- A similar “broadening out” is anticipated in the touring market segment, with touring programmes built around special themes or pursuits expanding faster than general interest tours;

- The Asian tourist is traditionally city-based, as a part of a tour, though the past decade has seen the emergence of beach-based Japanese market segments. As other Asian markets develop their outbound discretionary travel, It is probable that this “adoption” of the beach resort type of holiday will spread and out speed the growth in traditional holidays;

- Europe is a mature tourist generating region and in overall terms is approaching its “ceiling” (both in terms of free time and personal income) for tourism growth potential. Though the “transfer” of demand from short to long haul destination will continue for some years, the ceiling constraint on the European market in the mid to long term will be of increasing concern to the tourism planners in all regions of the world;

- By contrast, the Asian, African and Middle Eastern outbound markets are either at their introductory or growth stages, and rapid expansion is certain for many years to come, principally in the form of intraregional travel;

- The Americas region contains a number of distinct subregion, all of whose interregional travel has been constrained to date by a combination of factors. However, more rapid growth is now anticipated in interregional outbound tourism;

- Targeted marketing to segments, or niches, related to demographic features will increase, in particular in respect of age groups e.g. older persons, youth market. The principal means for the travel trade to realize the potential from the elderly travel consumers will be less through specially designed products/services through the standard products/services offered, though with the availability on an on-request basis of special facilities. The same principle applies to tourists who suffer from a handicap of one form or another. By contrast, young adult tourists demand travel products/services which are differentiated from the standard.

- Consumers of Western industrialized markets are becoming increasingly conscious of environmental issues and informed about tourism destination. These two trends will come together more strongly over the forecast period in the form of demand for alternative forms of tourism referred to in this study as endemic tourism i.e. based on the cultural and natural features of destinations. Tourists developments of these types are expected to proliferate in all regions;

- Though the maximum penetration of the worldwide discretionary travel market attainable by alternative forms of tourism is estimated to be around 10 per cent, increasing proportion of tourists taking conventional holiday types will include a nature or culture component (e.g. as a day trip) or select a destination which is known for an "environment-friendly" approach to its tourism development;

The three main influences on the world's airlines will continue to be:

- * deregulation;
- * computer technology in respect of distribution systems; and
- * financial factors i.e. generating sufficient operating profits to provide (and/or attract from capital markets) the funds needed for new aircraft.

- Faced with growing demand for low cost travel, the airlines have to improve efficiencies further, a pressure which combined with greater deregulation and the squeeze in financial markets will lead to consolidation of the airline sector and the development of a small number of global mega carriers (i.e. major airlines with ownership of, or a significant minority financial holding in, a network of airlines strategically selected to provide an inter-linked worldwide air service operations network);

Other key developments in the broad area of transport are likely to be:

- * increased growth in the cruise business, both in the Caribbean and on other circuits around the world, especially in the Far East and in around Europe;
- * greater environmental pressure on road developments in industrialized countries with road pricing used as a means of controlling traffic flows and financing the maintenance of road infrastructures;
- * faster, smoother rail transport(using electronic technology) will attract more investment in trains;

The more value-for-money oriented tourist accommodation customers will lead to:

- * strong development of three star standard hotels both in business centers and in resorts;

- * significant development of leisure oriented hotel developments in destinations which are easy to reach by air, providing a “seamless” tourist experience (e.g. linked with Disney theme park);

- * the growing popularity of “all inclusive resorts”, another manifestation of the growing demand for making holidays easier to organize;

- * minimal new development of high cost, fully-serviced five star hotels;

- * strong growth in no (or minimal) service accommodation;

- * increased provision of in-room facilities in serviced accommodation;

The key challenges to hoteliers will be:

- * attracting new sources of investment for additional developments;

- * striking the correct balance between achieving good standard of service and improving cost efficiencies in other that the future guest’s more stringent value-for-money criteria may be met;

- * training the workforce needed in appropriate volumes and standards;

- * developing and operating in ways which are fully responsive to the increasing pressures for environmentally sustainable practices in constructing and running hotels;

- Large chains are best positioned to capitalize on future opportunities due to the strength of their global systems, sales and marketing resources and brand recognition. Consolidation in the tourist accommodation sector will result from these inherent advantages.

- Despite the fact that the mass inclusive tour (IT) markets has only been in existence for little more than three decades, it is undergoing major change in part caused by changing air transport and other regulations, and in part by social and demographic developments;

- The “natural” consequences of market pressures and technological innovations are the tour operators will continue to increasingly seek to control distribution through technology led “direct sell” or ownership of agency chains,

and that the large agency chains (the “multiples”) will gain a growing share of distribution through agents;

- World Tourism Organization (WTO) identifies 10 key challenges for the tourism sector to address over the period to 2010. the extent to which destination and operators invest the necessary resources to tackle these challenges will be the fundamental determinant of whether or not the world will have a successful scale and form of international tourism in that:

* it contributes substantially to the economies of destinations while creating minimal environmental and Socio Cultural problems;

* it provides profits for investors and operators;

*it generates a high level of tourist consumer satisfaction, and it creates better understanding and tolerance between the peoples of the world and their cultures.

Illustrates the challenge according to central responsibility and contributory role.

(Fig. 4.1)

Key challenges facing tourism, by focus of responsibility

Challenge	Destination			Source	
Markets	local society	private sector	government	travel operators	tourists
Tourism Markets - Statistical Database Utilizing Com- puter Technology		X	X	X	
System and Producers for Tourism Planning.	C	C		X	C
Ensure Sustainable (and responsible) Tourism sector	C	X		X	X C

Partnership for Managing the Tourism sector		X	X	X	
Regional Collaboration		C	X	C	
Obtain Finance from Capital Markets		X	X	X	
Enable Wide Spread of Economic Benefits in Destinations	X	X	X	C	C
Appropriate Systems of Education and Training		X	X	X	C
Develop and Marketing Products /Services "Matched" to segment /Niches	C	X	X	X	
Develop and Operate Tourism Which is Beneficial to all Parties	X	X	X	X	C

X Central Responsibility/Involvement

C Contributory/Role

Source –WTO Report 1999

Global Forecast for Next Decade

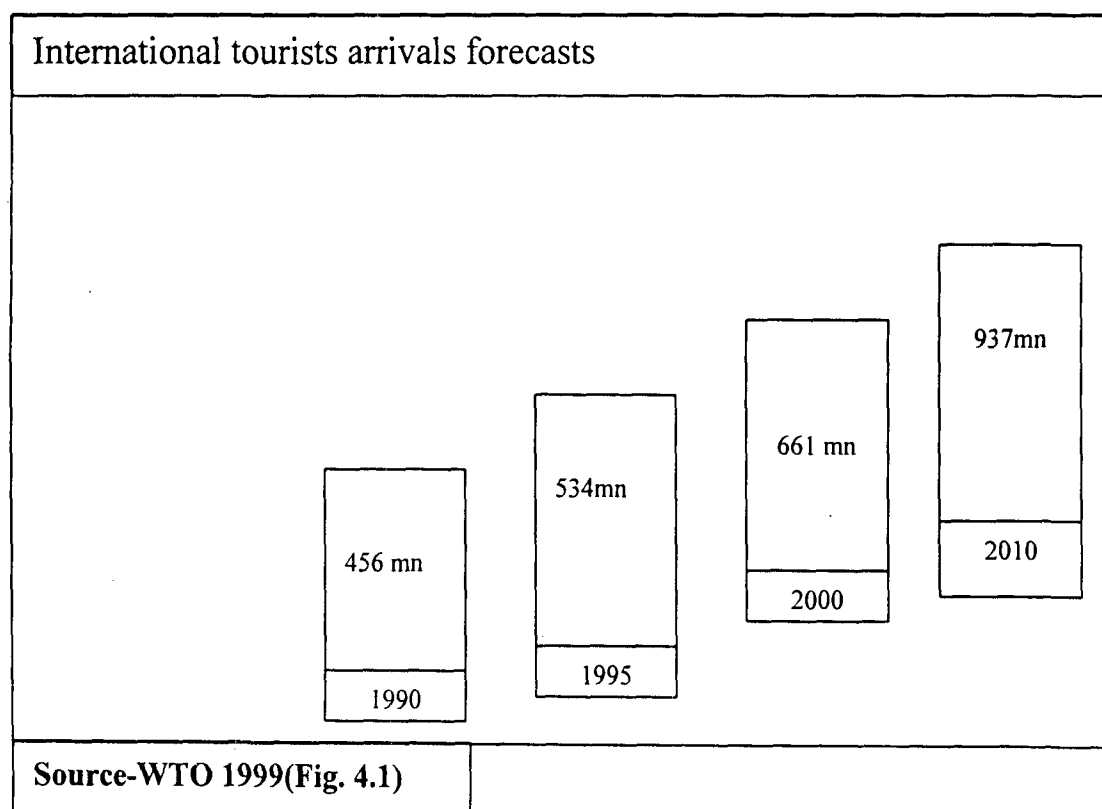
Successive downward revisions by international financial institutions indicate the global economy is not recovering as rapidly as anticipated, with (at mid-1993) some countries moving out of recession (e.g.USA,UK) and other sinking into it (e.g. Germany, Japan).

The revised, final figures for 1992 indicate a growth rate in international tourist arrivals over 1991 of 5.5 per cent, a rate which will be difficult to sustain indeed provisional figures for 1993 indicate a 3.8 per cent rise in arrivals over 1992. the average annual growth for the first three years of the decade is 3.2 per cent, a rate of expansion that is anticipated will prevail for the whole of the first half of the decade.

Combined with the 4 to 5 per cent expansion in the 1995-2000 period, an overall average growth rate of 3.8 per cent a year is predicted for the 1990s as a whole, with a level of around 660 mn tourist arrivals a year by 2000.

WTO research into likely determinants and trends in the first decade of the twenty-first century leads to the conclusion that a slight lowering of the rate of growth in international tourism to between 3 to 4 per cent a year can be expected.

WTO forecasts a near doubling in international tourist arrivals between 1990 and 2010 i.e. from 456 mn to 937 mn.

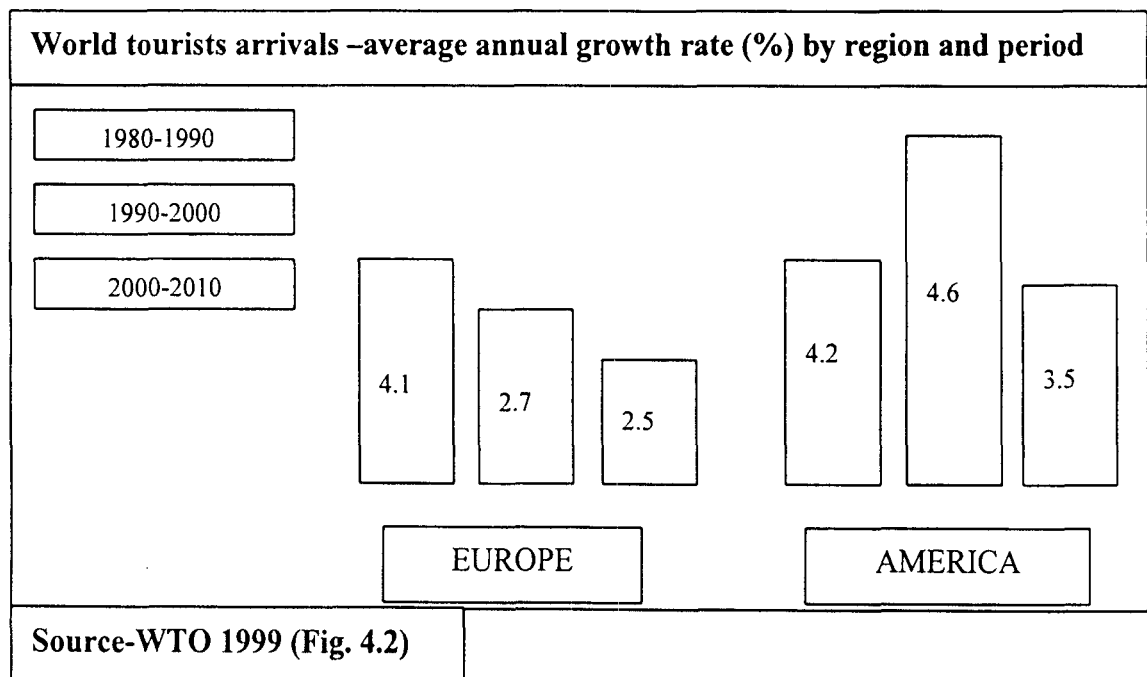


Above - average prospects of over 4.5 per cent a year growth for inbound tourism (i.e. destinations) are held by

Above - average prospects of over 4.5 per cent a year growth for inbound tourism (i.e. destinations) are held by

- the Caribbean subregion of the Americas,
- East Asia and the Pacific;
- South Asia ;
- Africa.

* the East Asia and Pacific region will maintain its position as the most rapidly expanding region. Only two regions-the Middle East and South Asia-will see faster growth in international tourist arrivals than experienced during the 1980s, mainly reflecting the more settled political and civil situation anticipated in these regions.

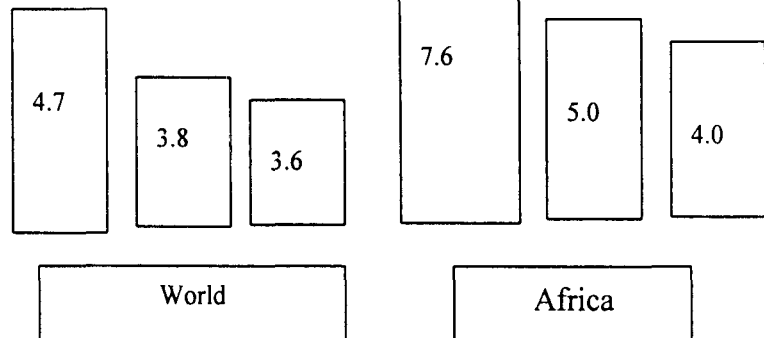


World tourists arrivals-average annual growth rate (%) by region and period.

1980-1990

1990-2000

2000-2010



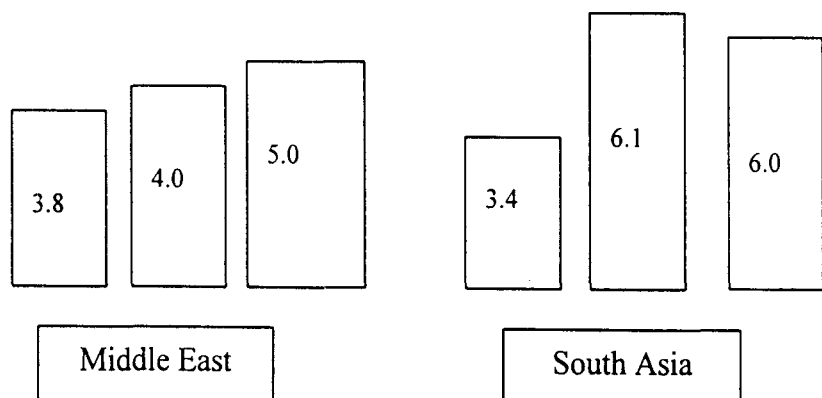
Source-WTO 1999 (Fig. 4.3)

World tourists arrivals-average annual growth rate (%) by region and period

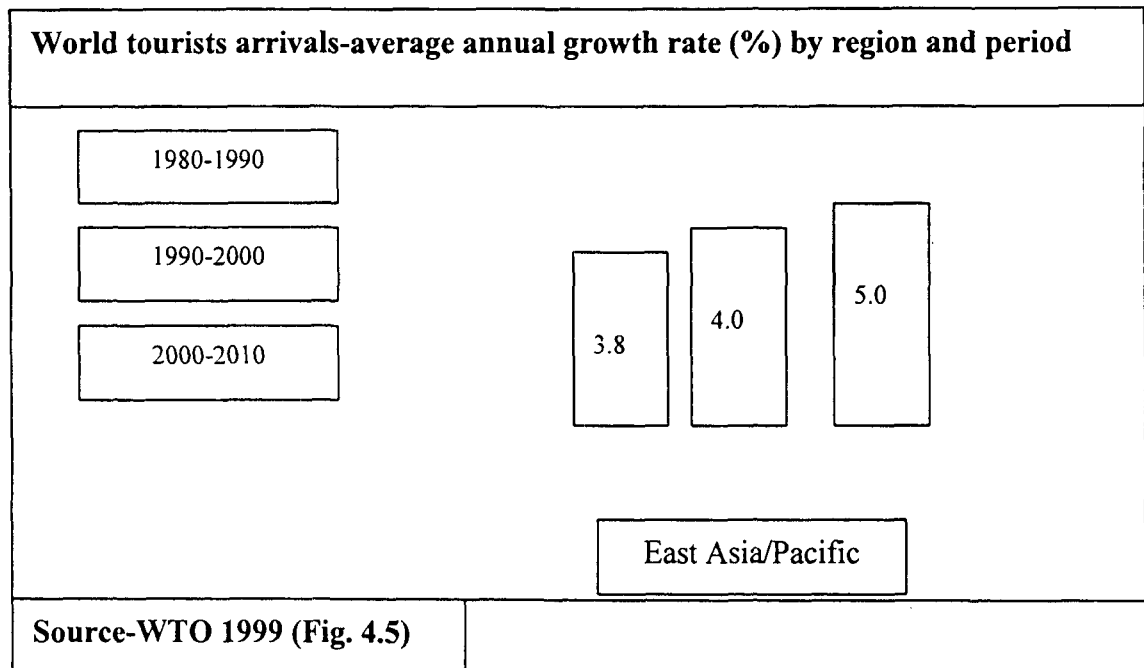
1980-1990

1990-2000

2000-2010



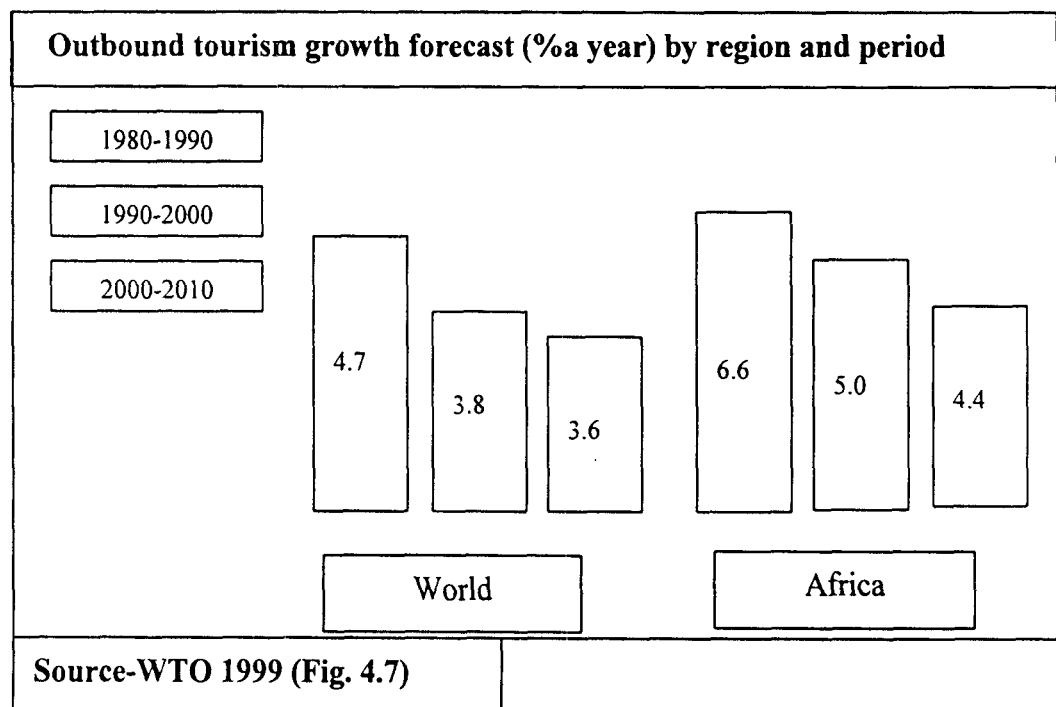
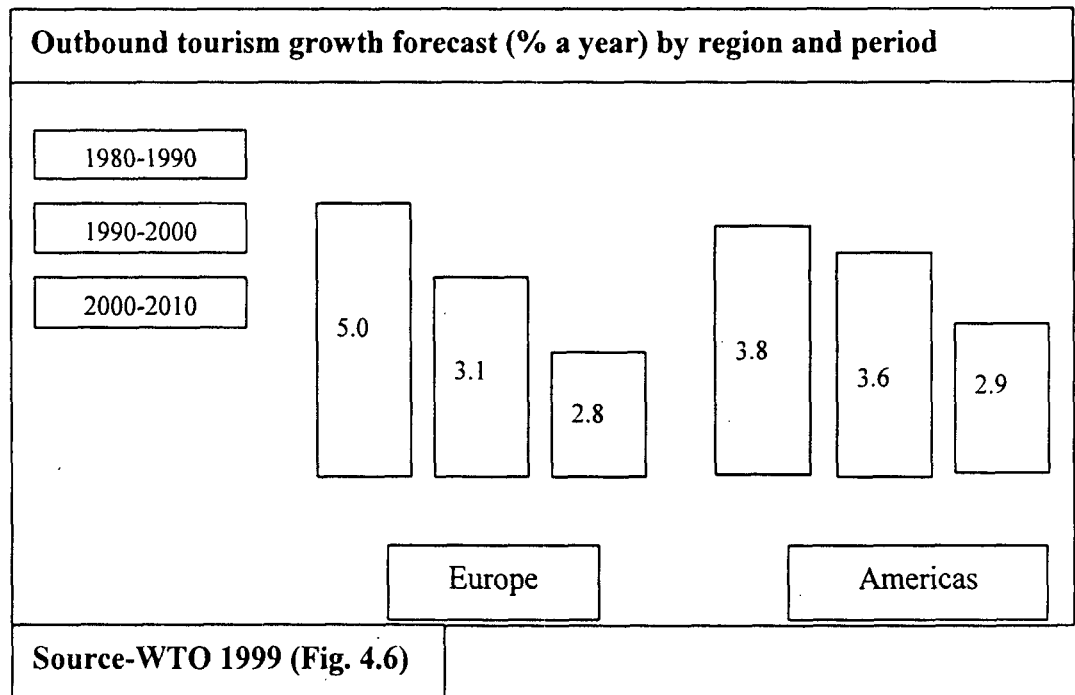
Source-WTO 1999 (Fig. 4.4)

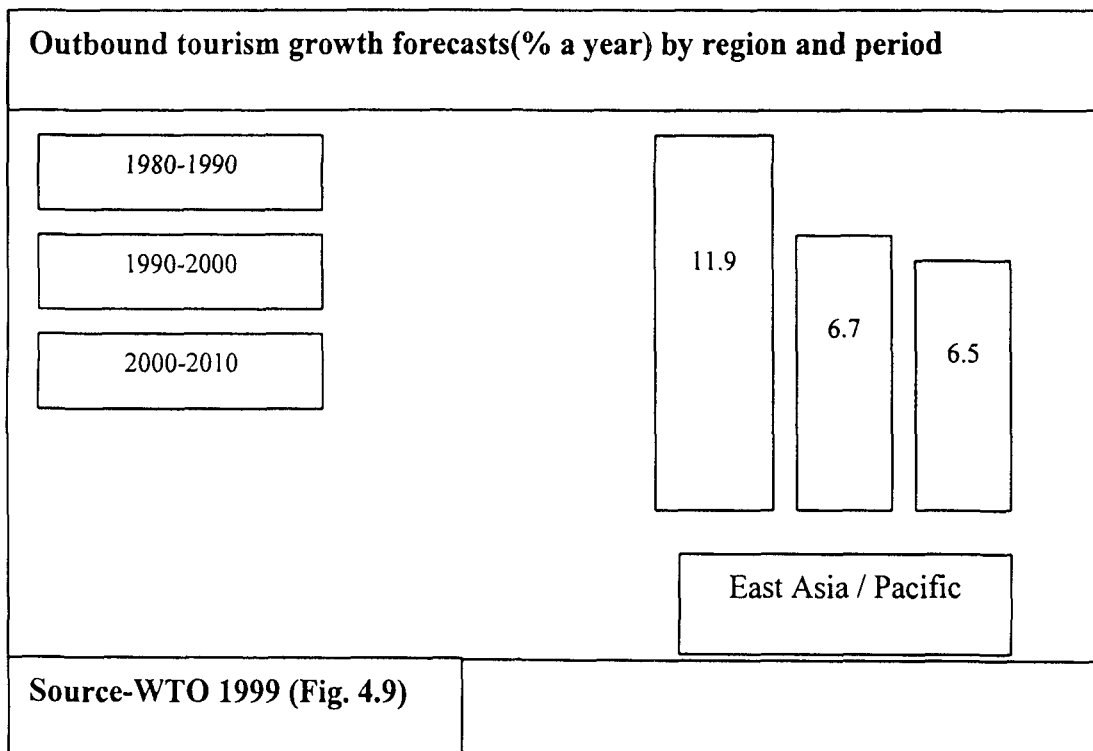
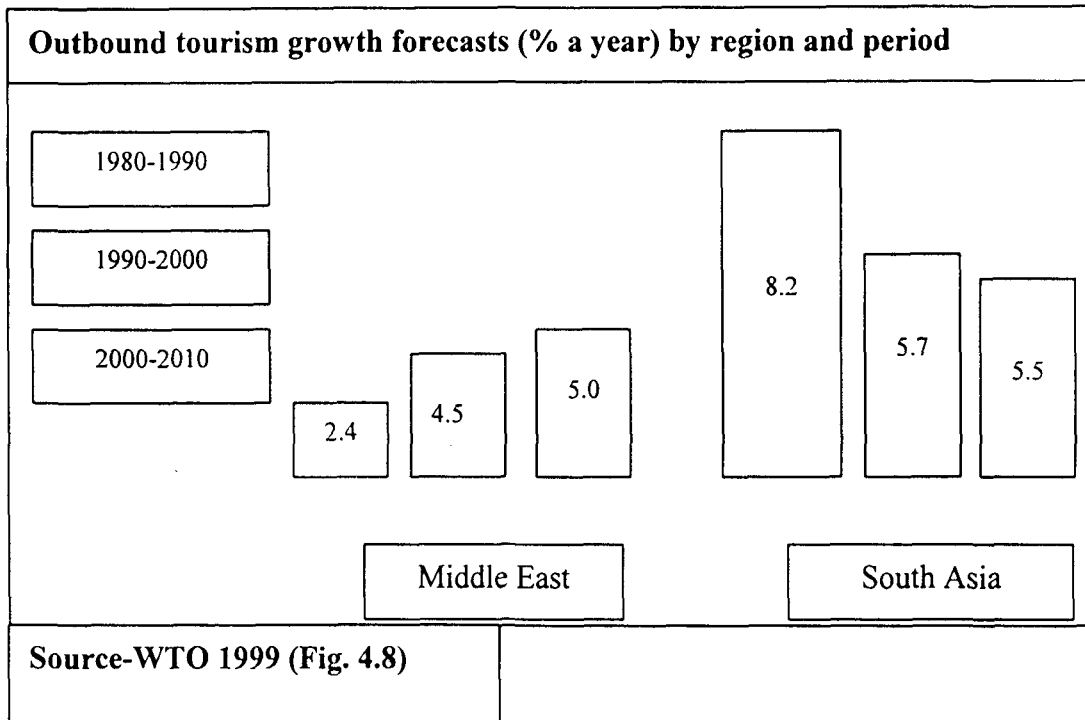


Those regions which will show above average growth in outbound tourism (i.e. generating markets) are:

- The Central and South American subregion;
- All parts of Asia;
- Africa .

Only Europe, with its high base level of tourist activity and with many countries affected by “ceilings” on free time or discretionary disposable income, and the north American sub region of the Americas are assessed to have low outbound tourism growth prospects of below 3 per cent a year.





Economic Impact of Tourism In Jordan

There no doubt that tourism has a great and outstanding economic benefits which lies in the purchasing power generated in receiving countries through the expenditure of tourists who tend to spend more money. Tourism proves to be rare means of achieving economic development of a country.

Some of the Economic Benefits of Tourism to Jordan

- **Employment** Tourism being labor intensive industry, it provides employment to several people both directly and indirectly. Tourism plays a major role creating employment in Jordan even those hidden employment been brought into light. Tourism as a source of employment is particularly important, as is often the case in non-industrial areas, which are deficient in natural resources other than climate and scenic attraction.

- **Tourism and Balance of Payment** Balance of payments shows the relationship between a country's total payments to all other countries and its total receipts from them. Tourism also has played a great role in correcting Jordanian's balance of payments. It also makes a vital contribution in reducing the trade deficits. It is possible only through the current expenditures of tourists, on accommodation, meals, shopping and transport.

- **A Major Source of Foreign Exchange** Through tourism Jordan increased its foreign exchange. Tourism is the only export trade that earns large amount of foreign exchange with out depleting national resources, and without actually depleting or exporting any material goods.

- **Tourism and Economic Development** Tourism is a source of amenities for the resident population of the tourist destination. The people of Jordan enjoy a higher standard of public transport, shopping and entertainment due to inflow of tourists which otherwise would not be available. Thus, it leads to economic development of the country.

- **Tourism and National Economy's Income** Tourism forms a very important source of foreign exchange leading to a rise in income of the people of Jordan, the money spent by a tourist creates the multiplier effect which is numerical coefficient indicating how much income will increase as a result of tourist expenditure.

- ***Tourism and Tax Revenues*** The main source of revenue to Jordan from the tourism industry as a whole comes from taxes, customs and excise duties on food and services bought or used by the tourists. Taxes from the tourism industry have made it possible for Jordan to finance its major projects. They are taken in the form of airport tax, liquor and tobacco. A large amount of revenue earned from tourism is made available to the country building roads, schools, hospitals and to supply other necessary social services.

Social Benefits of Tourism in Jordan

Besides economic benefits, tourism also brings a number of intangible values. Tourism brings international understanding, widens knowledge and reduce tensions. We discuss these benefits in detail on how they are brought by tourism in a country particularly in Jordan.

- ***Tourism 'Passport to Peace'*** Tourism is major force for peace, understanding and harmony in the world. The face to face meeting of the people erase frontiers between their nations and promotes a greater understanding and a keen insight the common problems. Tourism contributes to an open world and free movement of culture and commerce for the benefit of all mankind.

Peace and Stability in a country is essential for the tourist industry. Due to the recent Peace accord between Jordan and Israel, the atmosphere became more beneficial for all the countries in the region, at the same time, this is will encourage people of the region to travel more and sharing with each other ideas, thoughts and understanding.

- ***Tourism and International Understanding*** After the peace agreement, development of tourism has been a major factor in building international understanding.

Travel always enabled man to broaden his mental horizons. When people travel to different countries, they gain an insight into the customs, traditions and ways of life of other people and are thus able to perceive the underlying unity of

the human society, which in turn does bring goodwill and understanding at international level.

- ***Tourism and Standard of Living*** Tourism has played a major role in improving the standard of living of the people in Jordan. The visitors conduct themselves and their personal relationship with citizens of the host country often have profound effect upon the mode of life and the attitude of the local people.

- ***Educational Value of Tourism*** New education of today is tourism, as it foster a feeling of love, understanding and goodwill.

To establish unwritten and unspoken relationship with people of different times and different ways of living, travel and tourism is the best answer. Tourism is an education other people's habits, society, food, dress and a whole way of life without any preceptors professing the desirability of love and goodwill for humanity.

- ***Benefits to Farmers*** Growth of tourism in Jordan has benefited large landowners through the effect of land prices for real estate development potential, farmers have also benefited from the provision of roads linking the tourist destinations which have become accessible to them to market centers to carry on their produce.

- ***Tourism and Regional Growth*** Tourism generates economic growth in region of a country which are economically backward. It helps to mitigate regional equilibrium within a country. As a general rule, tourism is localized in economically backward zones with rare sources of production in order to benefit. Tourism brings employment and supplementary income to less developed regions in Jordan.

- ***Tourism can Sharpen Perspective*** Tourism can awaken the senses and heighten awareness of one's own milieu. Travel exposures and expenses can provide new standards, art forms and even new belief system. By viewing a range and diversity

of societies, the person is likely to develop a wider tolerance for cultures other than his own. Perceptions are often sharpened and the personal 'data bank' enlarged.

- ***Spiritual Value*** Travel indulges in physical and intellectual escape, learning of foreign monuments and association with other people. Travel is an intellectual and spiritual art.

Briefly, tourism contributes to the mutual knowledge of man and to the development of the sense of hospitality. Particularly in Jordan, tourism has done much to the country at large and its benefits have been reaped by both economic and social sectors.

Future Prospects of Tourism in Jordan

Jordan possesses an advantage in tourism resources relative to its resources in other economic sector. Tourism therefore has already become the country's number one foreign-exchange earner and one of its largest economic sectors. Tourism in Jordan has a good potential for further growth, leading the entire Jordanian economy, which must grow to absorb a rapidly increasing labor forces. Tourism is the "oil" of Jordan, its vital importance to the nation should be recognized as such. In this regard, it is also important that the operation of tourism industries be borne by the private sector to the extent possible in order to attain efficiency and better responsiveness to the market. In order for the tourism sector in Jordan to continue to grow. It is essential to transform it from its current narrow focus on antiquities to one involving much border cultural tourism. This transformation is required because: (i) the number of visitors to antiquities sites must be controlled in order to avoid a spoiling of their attractiveness (the bulk of future growth must therefore come elsewhere). (ii) Jordan's market appeal must at least be maintained at its current level compared to the international competition. And (iii) the length of stay per tourist should be increased. By such a boarding of tourism products on offer, and only through such a boarding, can Jordan claim its rightful place in the Middle Eastern and worldwide tourism market by establishing itself as a major destination rather than as a side trip. For that purpose

it is absolutely necessary to create an international-level tourism core in Jordan, a role than only Amman can fill.

Jordan's primary tourism resources will continue to be its cultural heritage and natural wonders, which must be preserved. A simple "leave them alone" attitude is grossly inadequate and undesirable. Effort and investment must be made to implement positive protection measures that will enhance the value of the country's tourism sector.

Tourism is essentially a service industry as a whole, saving a complex market that is highly volatile and prone to changes in taste and fads. It is therefore important to induce service providers to be as responsive to the market as possible. Private initiatives in investment and operation are therefore most desirable. As opposed to direct governmental operation. The government role is to facilitate such private investment and operation by providing infrastructure and framework, and supplement where short in private initiative exists.

This does not mean that the role of government is small, on the contrary, in the case of Jordan, where supporting infrastructure and institutional and regulatory framework to encourage private investment in tourism sector are still in their infancy, the government could play a significant role in leading the sector by well targeted investments and institutional development.¹⁴

Jordanian tourism today can be considered as evolving from the pioneer stage to the initial growth stage. In order to accelerate its tourism development and to remain competitive in the regional and world destination markets, it is essential for Jordan to aggressively develop its potential and fully explore market opportunities, in a manner appropriate to the stage of tourism development in Jordan. In order to be successful in the endeavor, however, the quality of tourism products must be up to the market expectations. Above all, degradation of tourism resources must be prevented. Adequate infrastructure must also be in place, and agreeable services must be provided. Again, depending on the region of Jordan, such strengthening can only be undertaken in stages. These staged improvements must be synchronized with a coherent marketing strategy.

Jordanian tourism at present is characterized by isolated development around such major tourist sites as Petra or Aqaba. Modern tourism requires the

development of tourism cores provided with modern and efficient urban structure. Service facilities, amenities and leisure activities. These cores act either as a gate way for international tourists or a distribution center of visitors to individual tourist sites and attractions across the country.

Tourism cores not only assure the comfort and amenities of modern tourists. They will also offer Jordan a new opportunity of earning more tourist dollars, at the same time diversifying its line of tourism products. To name one just typical example. Amman or Aqaba could be an attractive site for regional/international gatherings and conferences if there were a state-of-the-art convention hall supported with related services and personnel. This will open up a new of tourist dollars for what modern tourism defines as" Urban and MICE (Meeting, Incentive Travel, Conference, and Exhibition) tourism". At present both Amman and Aqaba are far from fulfilling the role of an established tourism core. Extensive improvement is needed in this area, particularly in Amman.¹⁵

New tourism cores will emerge in Petra and Dead Sea area with increase in accommodation capacity and the improvement in tourism support infrastructure. The Petra core will one-day excursions to Shawbak, Karak, Ma'an, while the Dead Sea will cover one-day excursions to Ma'in, Madaba, M.nebo, Mukawir and Karak. This will have the effect of reducing the over concentration of tourists at Petra by drawing them away to other attractions within the tourist zone.¹⁶

Tourist corridors are another integral element in modern tourism. Linking the tourism cores and tourist sites attraction spread over the country. Established tourist corridors not only guarantee the ease and comfort of travel for tourist, but also encourage wider distribution of tourists, thereby promoting extended sharing of the economic benefits of tourism across the country. Constant and concentrated flow of tourists may motivate imaginative entrepreneurs to create new attractions and services facilities along the corridors.

Domestic tourism viewpoint aside, the north neither become a tourism core nor be a part of tourism corridor for the international tourist traffic due to the following reasons:

- Jerash, Ajlun, Irbid and Um Qays are all within easy reach from Amman. The central and crucial tourism core city of Jordan. All these places are considered within one-day excursion zone from Amman. Future road network improvement will further fortify this tendency. World-wide trend of tour package is to select one or two base cities to stay for a longer period (i.e in the case of Jordan itinerary, three nights in Amman and three nights in Petra with optional day trips offered from base gateway to Jerash. Dead Sea or to Wadi Ram, in lieu of a short-shopping circuit itinerary starting from Amman to Jerash. Madaba, Dead Sea, Karak on to Petra, Wadi Rum, and Aqaba).

- The North geographically faces politically very sensitive Golan heights, which is the focal and most difficult area for the ongoing peace process negotiation between Israel and Syria. New border crossing through the North to Palestine Autonomous Region Golan Heights on the Lebanon, even if opened in the future, will not form but a side tourist route. Complimenting two major corridors of Amman/ Ar Ramtha/ Damascus and Amman/ King Hussein Bridge/ Jerusalem.

- Traditional archaeology-focused tourism in Jordan has ignored modern tourism development techniques and does not make effective use of the country's traditional resources of historic ruins and scenic wonders. Modern tourism development thrives on both traditional resources and artificial, man-made tourist attractions and features such as theme parks or soft adventure (hot ballooning, river rafting, etc.).

Conclusion

Tourism goes beyond dependable transportation and comfortable hotels; it necessitates enhancing all the avenues through which a country presents itself. They include educational, cultural, media, science, and meeting/congress activities.

Jordan has focused on integrating itself into the framework of the global tourism industry, and the efforts have begun to pay off.

The number of tourists who visited Jordan on package tours has been increasing greatly over the past two years. This increase has also been paralleled by an increase in the number of nights spent in the kingdom.

According to MOTA, in 2001 there were a total of 298 classified and 174 unclassified hotels operating in Jordan, the number of rooms in the first category increased from 15,091 in 2000 to 16,880 rooms in 2001. Unclassified hotels accounted for a total of 2,367 rooms. An estimated 11,446 Jordanians were employed in the hotels sector 2001.

Tourism has long been a driving force for the economic development of Jordan. In 2001, revenues from tourism were around JD 496 million, contributing in gross terms to the equivalent of 7.9 per cent of the Gross Domestic Product and causing a surge in foreign exchange reserves.

The eruption of the Intifada in Palestine received massive media attention and has had a serious impact on Jordan's burgeoning tourism industry, which was gearing itself to attract high-spending Western tourists. As a result, potential Western visitors maintained an overall wait-and-see attitude with their cautiousness turning a booming sector into one fighting off recession. On the other hand, Arab tourists are less likely to be as concerned about the regional tranquility factor and would perhaps be expected to ameliorate some of the damage already incurred.

In the next chapter we will look after the overall performance and management of tourism in Jordan.

References

1. Ministry of Tourism and Antiquities, 1996. Statistical Department, MOTa, Amman, Jordan.
2. Aqil Beltaji, 2000. Jordan's Tourism strategy at the threshold of the 21st Century (workshop) working paper, Amman, Jordan.
3. Ministry of Tourism and Antiquities, 1998. Plan and strategy of Tourism
4. Levis Makhoul, 1975. Jordan, History, Civilization and Archaeology, Arabic version, Amman, Jordan, p. 115.
5. Tourism sector in Jordan, 1997. Status and Prospects Royal Scientific Society, Amman, Jordan p.45.
6. Ministry of Tourism and Antiquities, 1998. Statistical Department, Amman, Jordan
7. World Tourism Organization 1996. Global Tourism, Madrid, Spain-
8. Ministry of Tourism and Antiquities, 1998. Statistical Department, Amman, Jordan,
9. Ministry of Tourism and Antiquities, 1999. Statistical Department, Amman, Jordan.
10. Ministry of Tourism and Antiquities, 1999. Statistical Department, Amman, Jordan.
11. Burkart, J and Medlik S. 1981. Tourism-Past, Present and Future 2nd edn, Butterworth-Heinemann p.13.
12. World Tourism Organization, 1995. Year Book of Tourism Statistics, Madrid, Spain,
13. Burkart, J and Medlik S. 1981. Tourism-Past, Present and Future 2nd edn, Butterworth-Heinemann p.24.
14. A. K. Bhatia, 1991. Tourism Development, Principles and Practices, SPPL, Patna, India. p. 195.
15. Ministry of Tourism and Antiquities, 1998. Plan and Strategy of Tourism, Amman, Jordan.
16. Ministry of Tourism and Antiquities, 1998. Second Tourism Development Project, Amman, Jordan.

CHAPTER -5

TOURISM MANAGEMENT IN JORDAN

5.1 General Management

5.1.1 Management of MOTA

5.1.2 Regulations and Control

5.1.3 Research

5.1.4 Marketing Management

5.1.5 Product Development

5.1.6 Human Resource Development

5.1.7 Public Awareness

5.2 Management and Development of Tourism Sector in Jordan since 1991

5.3 SWOT Analysis

5.4 Conclusion

TOURISM MANAGEMENT IN JORDAN

Introduction

The first Bureau to undertake the supervision of tourist affairs in the Kingdom was set up in 1953 in Jerusalem, the spiritual and tourism capital of Jordan. The office was managed by a limited number of staff whose main responsibility then was to provide services to pilgrims visiting Jerusalem. In mid 1953, as a result of the increasing number of tourists and pilgrims visiting the holy city, the Bureau was upgraded to a department, which reported directly to the Prime Minister. The law then stipulated that the Prime Minister or someone appointed by him would undertake to supervise this department's affairs.

In September 1953 the Department Headquarters was moved to Amman and a small affiliate office remained in Jerusalem. The Department continued to be independent and to report directly to the Prime Minister.

In 1956 the Government realized the need to ensure tourist services and facilities at border points. The first Rest House was thus constructed at Ramtha Border Point with assistance from the International Development Agency. With a view to developing the performance of the tourism administrative apparatus, Jordan sought the assistance of an international expert who would evaluate work in this field and ways to develop it.

In 1960 the Department of Tourism was transformed into an authority, which was administratively and financially independent working under the umbrella of the Ministry of National Economy. In the same year, tourism legislation was issued for the first time with the aim of organizing the work of the public apparatus. Hence Law No. 17 of 1960 was issued, stipulating that a tourism authority council be formed under the Chairmanship of the Prime Minister or his Deputy and the membership of the following officials: Director of National Guidance, Undersecretary of the Ministry of Economy, Director of Antiquities, and Director of Tourism. The law also stipulated that a Consultative Council for the authority be formed, to be headed by the authority's Chairman and to include the membership of representatives from hotels, tourism agencies, airline companies and chambers of commerce.

In 1964 the tourism authority became a department of the Ministry of tourism but its administrative status as an authority was maintained.

In 1965 the Tourism Law No. 45 of 1975 was issued in order to avoid changes in the previous law, and to ensure that all its clauses are implemented. The new law also aimed to enhance the participation of the private sector in the authority council and its policies. Furthermore, the law granted further responsibilities to the Authority Director and increased the budget of the authority to reach 20% of the annual revenue from tourism.

In 1967 a Royal Decree was issued whereby the tourism authority was upgraded to ministry level, to also include, under its umbrella, the Department of Antiquities. The tourism portfolio was given to a minister who became a cabinet member in the government, which was formed at the time. In the same year and in the aftermath of the war, it was part of a policy to shrink the number of ministries. Tourism was once again an independent authority under the umbrella of the Ministry of Information and later the Ministry of Economy, Industry and Trade.

In 1981 Tourism, Antiquities, Culture and Youth were all integrated in one ministry named the Ministry of Tourism, Antiquities, Culture and Youth, while maintaining its status as an independent authority. In 1982 Tourism became part of the Ministry of Industry and Trade.

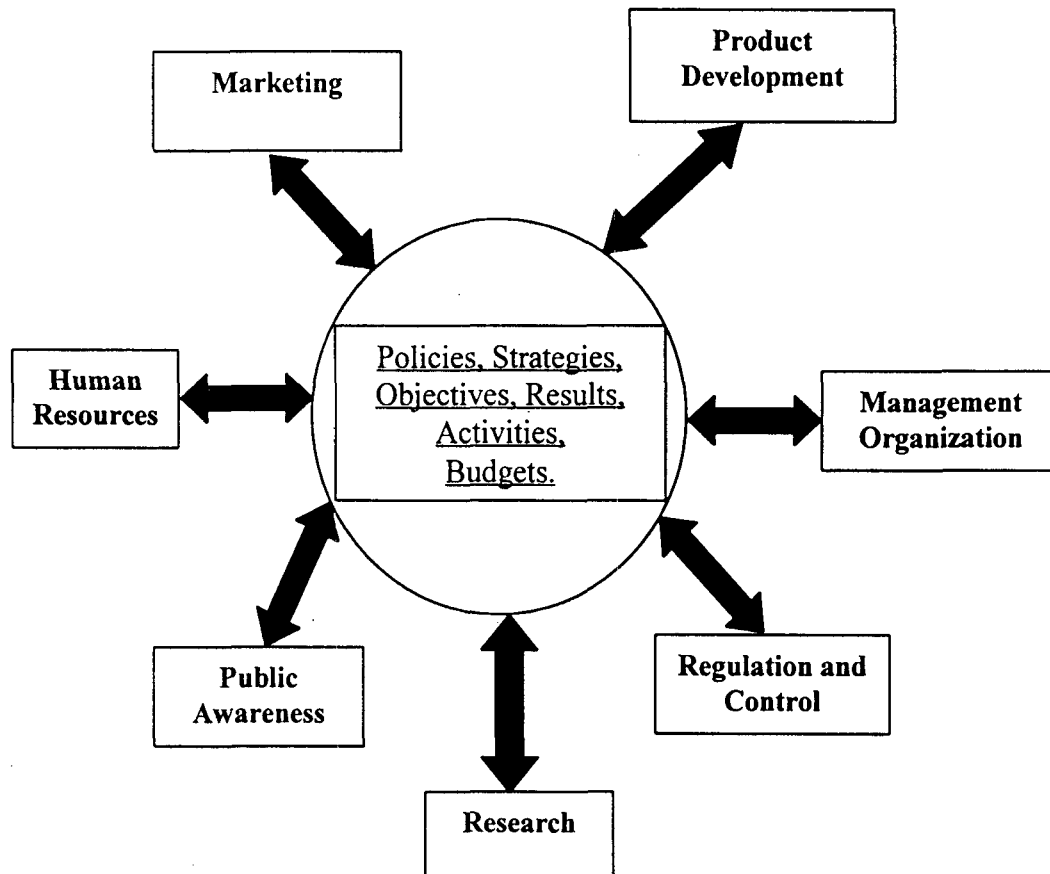
In 1985 Tourism became part of the Ministry of Information, Culture and Tourism. In 1988 Tourism was given a separate portfolio under the name of the Ministry of Tourism. In the same year the Tourism Law No 20 of 1988 was approved.

In 1989 the Department of Antiquities became part of the Ministry of Tourism, which thus became the Ministry of Tourism and Antiquities.

In 1988 the Antiquities Law No 21 of 1988 was issued ensuring that Antiquities existed under the umbrella of the Tourism Ministry.

In this chapter we will discuss about planning and management of tourism sector in Jordan, this covered under seven areas which could correspond to MOTA departments; management of MOTA itself, regulation and control, research, marketing, product development, human resources development and public awareness. These seven areas when taken together could also represents the content of integrated plan, structured according to policies or strategies,

objectives, results and activities. This is explained in the following figure and is the basis for our research of MOTA's work plan.



Integrated Plan (Fig. 5.1)

General Management

The start of the plan and management framework is formed by the policy and strategies. Strategies consist of the specific courses of action needed to meet the policy. Strategy establishes the basis for identifying objectives and results and listing activities needed to achieve them.¹ The strategy outline the actual shape which tourism will take, in recently change circumstances including the increasing importance of tourism to the Jordanian economy as well as the clear need to preserve and protect Jordan's national and cultural heritage.

MOTA restructured its policy and strategy, it has formulated a long term strategy, the main objectives of the strategy are as follows

- i- Increase participation in regional tourism by entering into cooperative agreements with Egypt, Israel and Yemen, and when the regional peace is finalized , with Syria and Lebanon.
- ii- Expand business, conference, incentive, and eco tourism.
- iii- Encourage and facilitate domestic tourism.
- iv- Establish the requisite mechanisms for coordination between the tourism development and conservation.
- v- Develop and manage tourism in a manner to bring socio- economic benefits directly to local communities, with community-based tourism projects as an important vehicle.
- vi- Develop and manage tourism in an environmentally, socially, and financially sustainable basis to ensure that historical, cultural, and ecological assets are maintained indefinitely.
- vii- Optimize the economic benefits of tourism, including strengthening linkages between tourism and other sectors.
- viii- Establish the requisite organizational mechanisms and policy framework to ensure close coordination and cooperation among government agencies involved in tourism and between the public and private sector.
- ix- Upgrade all existing tourism facilities, and for those to be developed, ensure that services meet acceptable safety, comfort, sanitation and service standards.

- x- Develop an effective education and training system, in close cooperation with the private sector, for tourism sector personnel; and
- xi- Ensure the presence of appropriate institutional mechanisms to monitor the development of the tourism sector and implementation of the strategy.

MOTA will also be responsible for sector development support. It established tourism Task Force to achieve the above objectives. The Task Force membership includes representation from MOTA, MPWH, the Ministries of Water and Irrigation, Rural Affairs, Finance, Planning, and Industry and Trade. In addition to Bankers, Legal Experts, Local Representatives from concerned communities; the Jordanian Hotel Association, and Tour Operators and Tour Guide Associations.

Management of MOTA itself

The management of MOTA itself corresponds to the office of chief executive i.e. Ministry of Tourism and Antiquities, and the Higher Council of Tourism(HCT) is having its secretary and composed of representatives from all major ministries including the Aqaba Regional Authority (ARA), Jordan Valley Authority(JVA) and Royal Jordanian Airlines (RJ).

National tourism development plans are drawn by MOTA in which it decides which sectors of the various tourism related industries will be developed, and what will be the appropriate growth. These plans are assisted by joint working groups setup between departments to tackle interdependent tasks. Planning and coordination committee is assisted by network of joint or standing committee, consultative groups, councils, and other appropriate mechanisms ensuring close coordination with all parts of the tourism sector in Jordan.

Management is playing a good role in the organizational development of MOTA. There is a constant efforts to improve the managerial capacity of MOTA and the skills and knowledge of its personnel. This program is formulated and executed through human resource development and training department of MOTA in managing tourism.

MOTA is also coordinating with all other ministries and government agencies.

And also interacting with the highest level of government. Apart from this the MOTA review the roles and functions of its regional offices. These offices play an important part in the implementation of planning and this requires clear definitions, instructions and resource allocation from the ministry. Ministry is keeping under review the whole tourism development planning, organization and process, the description of functions and jobs, and the satisfaction of the necessary working interrelationship. Following are the main departments.²

- Department of Antiquities (DoA)
- Higher Council of Tourism(HCT).
- Planning and co-ordination committee.
- Consultants.
- Petra Regional Planning Council.
- Secretary General.
- S.G.Ass. for Tech.Affairs.
- Tourism Committee.
- Consultants.
- S.G.Ass. for Financial and Management Affairs.
- Environment Unity.
- Directorate of Planning and Studies.
- Directorate of Development & Recreational Amusement Parks.
- Projects Directorate.
- Directorate of Controlling an Quality Affairs.
- Directorate of Public Relation Affairs.
- Directorate of Domestic Affairs.
- Directorate of Foreign Affairs.
- Directorate of Management Affairs.
- Directorate Financial Affairs.
- Development and Training Unit.
- Unit of Japanese Tourism Project Development.
- Directorate of Interior Controlling.

The tourism professional associations included under the umbrella of MOTA are the follows:

- Tourism and Travel Offices and Companies.

- Hotels, Motels, Hostels, Camps, and their related facilities.
- Tourist Guides Services.
- Producer and Traders of Traditional Crafts.
- Restaurants.
- Rest Houses.
- Amusement Parks.
- Recreational Centers.

The tourism institutions in Jordan are divided into three sections:

Governmental Institution

- MOTA.
- Department of Antiquities (DoA).
- Jordan Valley Authority (JVA).
- Petra Regional Authority.(PRA).
- Ministry of Waqf and Islamic Affairs.

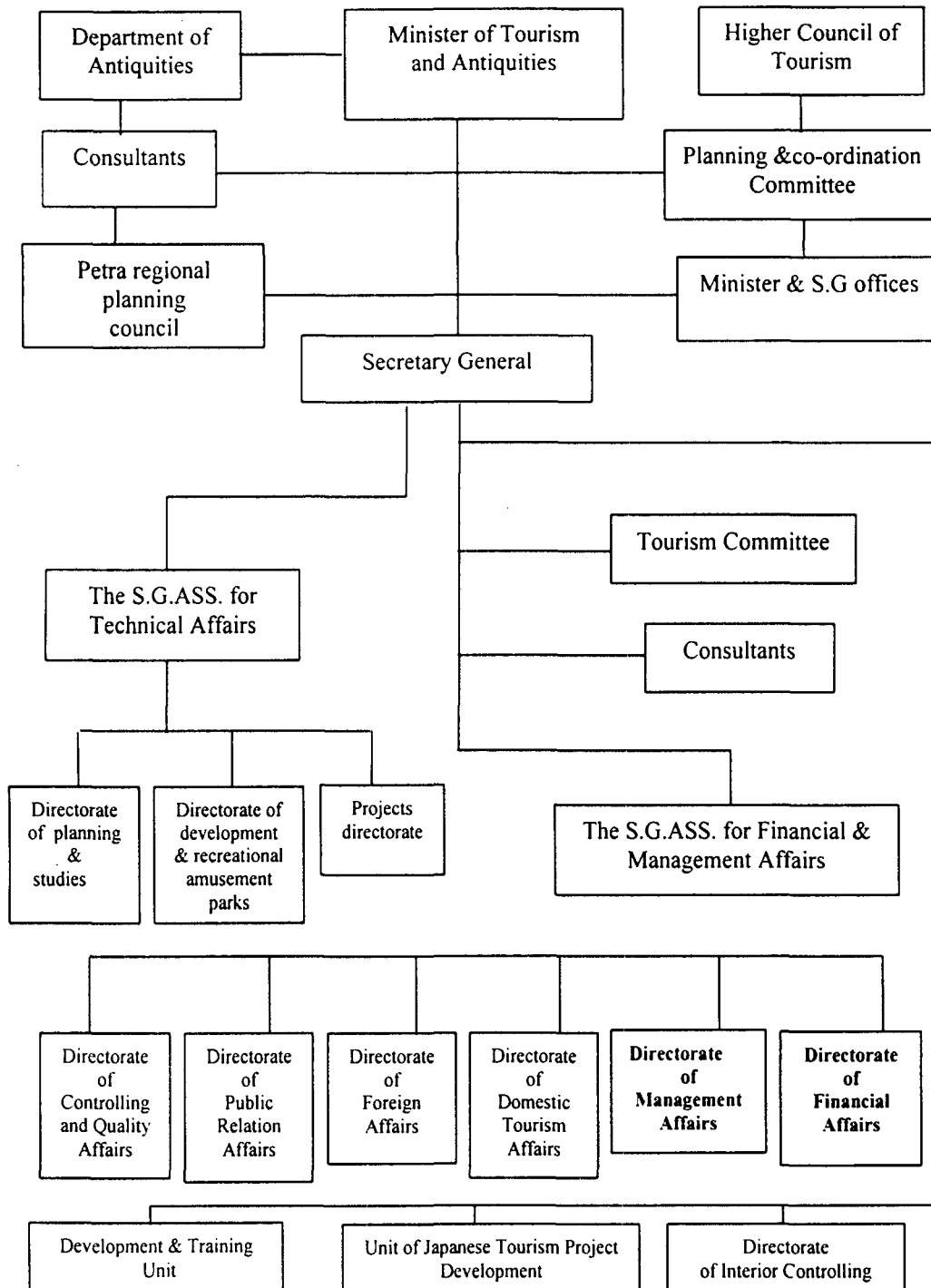
Non Governmental Institutions

- Jordan Hotel Association (JHA).
- Jordan Society of Travel Agents (JSTA).
- Tourist Guides Association (TGA).
- Tourist Transport Companies (TTC).
- Jordan Restaurants Society (JRS).
- Tourism Encouragement Society (TES).
- Touristic Handicrafts Society (THS).

Governmental/ Non Governmental Institutions

- Jordan Tourism Board (JTB).

Organization Chart of M.O.T.A.



(Fig. 5.2)

Source- MOTA

Regulation and Control

The legal framework setup to regulate tourism may not differ greatly from the regulation of other types of businesses. There may be some particular regulations related to tourism aimed principally at consumer protection. The degree of regulation and control by the government is the question of policy. Every country including Jordan tends to license many tourism enterprises at least against minimum set of requirements. The basic objective is to ensure the enforcement of minimum standards for hygiene, fire prevention, safety and consumer protection (coordinating with other Ministries or agencies responsible) while further improving quality control standards for various tourist facilities and services.

The primary job of MOTA's regulation and control activity is to review the current legislation framework for tourism, identifying any weaknesses, needs, bottlenecks, or other problems, and recommending any changes or improvements from a legislation or regulatory standpoint.³

The main activities of MOTA regarding regulation and control are as follows:

Identification of Needs

- Compare industry-wide performance of the various tourism services and facilities against the established standards for hotels, restaurants, catering and entertainment establishments, tour operators and travel agencies, identifying areas for any needed improvement.
- Monitor closely tourist complaints and the results of any GTA spot checks or investigations, identifying areas where improvements are needed.
- Monitor examples of tourism regulations and legislation at the international level, noting any improved approaches.
- Maintain close coordination with the private sector, developing joint recommendations on minimum quality standards.
- Review all customs, immigration and security procedures related to tourism, working with the government authorities responsible, and develop recommendations for any changes.

- Review the procedures for tourism project appraisals, environmental impact statements, investment and incentive approvals, and the granting of licences, and develop recommendations for any changes.
- Evaluate the needs and procedures related to physical planning controls-land use planning and zoning, and building regulations.

Improvements and Changes

- Recommend and introduce changes or modifications to established regulations to better respond to identified needs.
- Develop changes in the minimum standards required for certain categories of establishment, to achieve improved quality standards.
- Recommend and introduce any new legislation or regulation to achieve the results listed in other parts of the plan.
- Consult closely with the private sector on all improvements, changes and new regulations.
- Collaborate with the regional authorities on the development and enforcement of zoning and planning regulations(working closely with the product development area).
- Provide any assistance to townships and municipalities on the development and introduction of any local regulations effecting tourism.

Research

Research as separate department is linked with major front line departments-marketing, product development, regulation and control, human resource development and public awareness. It has a liaise with other government agencies as a source of social, environmental and economic data. The main objective of this department is to maintain information system and either conduct or commission research to monitor the performance of the sector to investigate problem areas, and to provide research support for front line departments.

The main activity of the research department of MOTa, are as follows:

Information System

- Review and improve as necessary the system for collecting and processing tourist arrivals and departure statistics.
- Review and improve as necessary the scope and accuracy of other tourism information currently accessible, paying particular attention to demand and market data, supply data and tourism assets, and recent sectoral performance.
- Assess the current information available on hotels and accommodation units, restaurants, travel agencies and tour operators, local ground transportation companies, banking, medical services, tourist guides, conference and facilities, and identify the additional data needed.
- Check and develop the inventory of tourism assets (tourist attractions and existing and new tourist facilities), evaluating their characteristics, and recording all data in the MIS.
- Update the documentation center- ensuring that it carries all key books, publications and other key documents needed. Disseminate information through periodic publications, newsletters, etc.
- Review and improve as necessary the hardware, software and systems currently in use. Develop the staffing and conduct the necessary training.
- Review and improve as necessary the methods and procedures for the collection and updating of data. Identify any additional sources of data, and develop the possibilities of an interface with other databanks.
- Review and improve as necessary the reporting needs, and the distribution of monthly and other periodic reports.

Visitor Surveys

- Plan the program of periodic visitor surveys to monitor nationalities, profiles, patterns of behavior, preferences, complaints, expenditures, and workforce surveys covering numbers, personnel profiles, productivity, shortages, level of skill, occupations, training.
- Determine the sampling method to be employed, the points where interviews will be conducted, the design of the questionnaire, and the selection and training of survey staff.

- Finalize and agree the budgets, ensuring that adequate funds exist to keep to the agreed survey methodology.
- Carry out the field work, liaising as necessary with the private sector and airport authorities.
- Process results and analyze. Prepare and distribute the survey reports. Participate in workshops to present and discuss the results.

Economic Impact

- Design and conduct surveys to update and collect data on tourism sector cost structures, purchasing patterns, expenditures and revenues.
- Develop the models and methods to calculate the various indices: contribution to GDP, foreign exchange earnings, employment, and government revenues at the national and local levels, and the income multiplier effects.
- Measure, on a selective basis, the economic contribution to particular regional development.

Environmental Impact

- Work with the governmental and non governmental agencies responsible for environment on the identification of needs, and implementation of appropriate action on environmental questions (liaising closely with the product development and regulation/ control departments).
- Provide inputs, in particular, on environmental legislation affecting tourism and on procedures governing the preparation, review and approval of environmental impact statement for tourism projects.
- Collaborate on public awareness, proposing the message that need to be sent, the target audiences and suggesting ways in which material can be communicated.

Social Impact

- Establish a system to monitor social impacts through surveys of selected communities and sections of society, linked to the implementation of public awareness programs and activities.
- Liaise closely with the area of public awareness, to monitor audience reaction and community feedback on radio, television programs and other activities.

Special Studies

- Undertake, as necessary, a variety of marketing surveys in the major markets to identify data related to tour operators programs, consumer preferences, price competitiveness, competing destinations, and distribution/sales network, etc. Such data should complement desk research and the MIS.
- Draw up a range of special studies related to various aspects of product improvement programs. Plan and execute these studies, taking appropriate follow-up steps to review and discuss the recommendations made.
- Identify with the regional offices and the private sector, various problem area requiring action. Structure the problems for investigation and study, produce recommendations, and follow up with the persons and organizations involved.
- Investigate, in particular, any problems in areas such as local transportation and infrastructure, and prepare and follow up recommendations accordingly.

Marketing Management

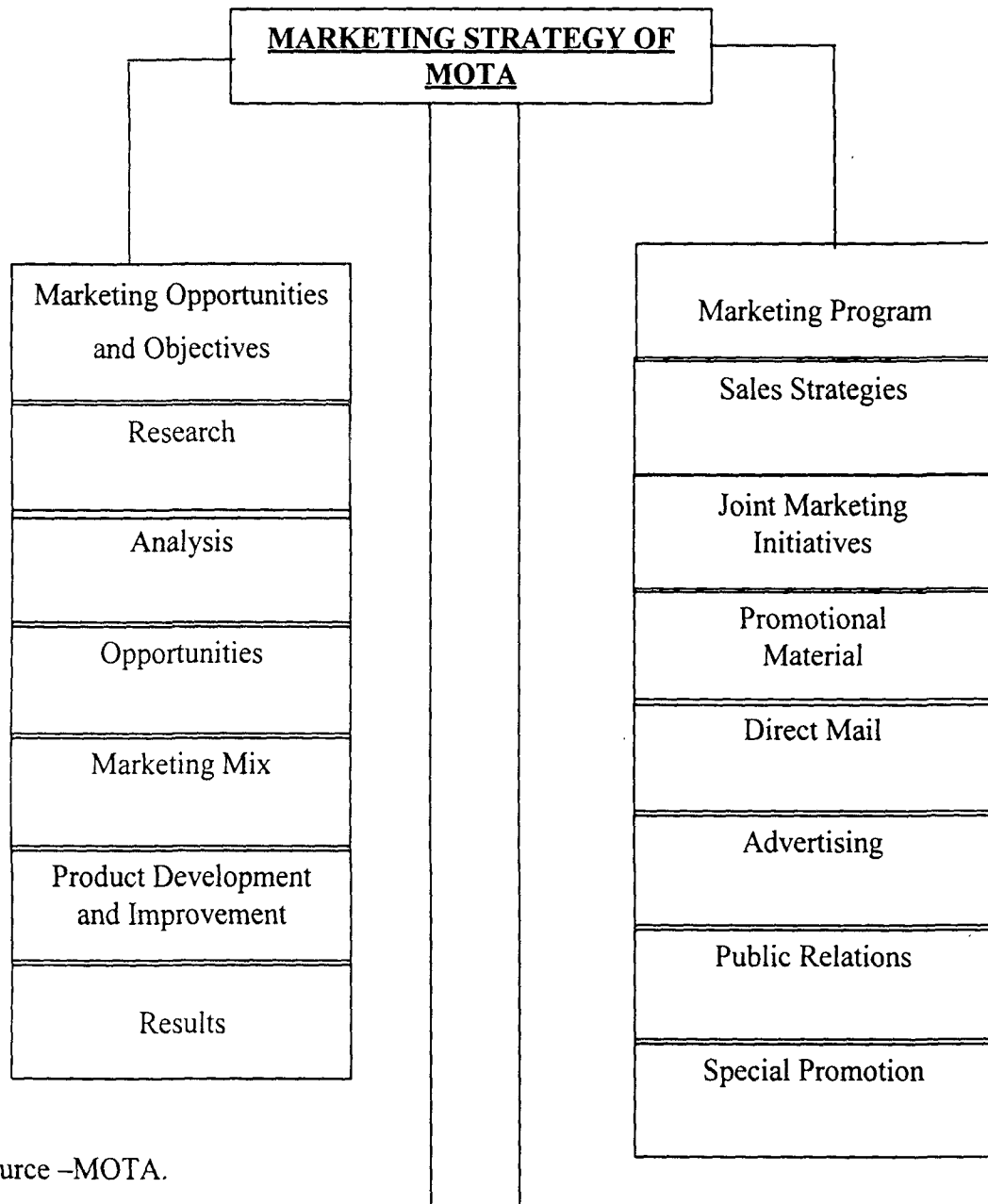
The primary job of MOTA is to review and implement marketing strategy. It has to identify the marketing opportunities of the tourist region of Jordan; by identifying marketing segments and also assess the corresponding appeal and impact of tourism product in marketing terms. It also review and develop the marketing mix (product, price, image, promotion, distribution) by province, or region chosen, facilities, services, attractions, strengths and weaknesses. Its also plans and implement the promotional program regarding tourism.

MOTA in consultation with private sector coordinate marketing policies and strategies. The private sector is extensively involved in all aspects of marketing in Jordan. Marketing expenditure of private sector is much more than the public sector in establishing different tourist destination. MOTA play's a key role in positioning the different destination, so that they look different from the other. The private sector will then sell it in variety of ways through different programs in different markets. The difference between public and private sector roles is sometime dramatize by the statement "we promote the dream, and they sell the package". Collaboration between private sector and MOTA to promote tourism is the main thrust of marketing strategy of the government.

MOTA has the main responsibility of projecting the overall image of country's tourism sector. It tries to show the country in the best possible way. And enhancing its appeal as a holiday destination. Image building is a constant process, and it is done through advertisement, printed and audio-visual material, brochures, promotion videos, travel agents manual and through tour operators.

MOTA helps major tour operators and travel trade interests in Jordan. Hotels and airlines are the forces which made marketing success of a destination. Its product development and marketing department also collaborate on investment and promotion. They develop promotional strategy covering both domestic and foreign investment.

Marketing plays a vital role in tourism industry. There are many factors that should be taken into consideration while selecting the targeted markets for the promotion campaigns.⁴ These factors include neighborhood, language, climate, and rates of travel and spending for tourism. This is done through coordination between MOTA and travel and tourism firms, the Royal Jordanian and international hotels. The main elements of tourism marketing include a briefing on the touristic product to be marketed, the supply, and a call to visit the site designed especially for the group being targeted.



Source –MOTA.

(Fig. 5.3)

Following are the main institutions which are involved in marketing Jordanian tourism product.

Following are the main institutions which are involved in marketing Jordanian tourism product.

Tourism Marketing Institutions

Various public and private institutions are involved in the marketing of tourism in Jordan:

1. *Travel Agencies*

These agencies work on marketing Jordan's historic sites and recreational places and facilities. They offer an integrated program for the tourists during their visit to the country. They reach their customers through advertisements in the media, especially in foreign newspapers and magazines, in coordination with counterpart companies abroad.

2. *The Jordanian Tourism Board (JTB)*

JTB has been recently established to cope with the development of the tourism sector in Jordan, and to institutionalize tourism promotion and development activities. Its main objectives include:

- Activating the tourism movement, promoting tourism into the country, and increasing the public awareness of the importance of tourism, in cooperation with the MOTA and other institutions working in the field.
- Preparing, publishing, and distributing brochures, films, booklets, and posters about Jordan.
- Conducting studies, and market research and statistics on tourism, and financing such activities either directly or through international aid.
- Proposing projects and other activities to improve the status of the touristic sites.
- Publishing magazines, newsletters, and brochures in the field of tourism.
- Preparing video films about tourism in Jordan to be presented during international conferences, fairs, and other events.

4. *International Hotels*

These hotels offer integrated programmes for group tourism from all parts of the world, using up-to-date marketing techniques, including the Internet. They are connected with developed networks where they can get information about the number of tourists who stay in hotels, their nationalities, and the average number of nights they stay. Such information will help in knowing better the various

categories of tourists and their countries and expected needs, so that more effective marketing plans can be drawn up.

5. *Royal Jordanian (RJ)*

In 1963 his majesty the late king Hussein issues the Royal Decree establishing Jordan's national carrier. Royal Jordanian's destinations reach 48 cities, covering four continents. Royal Wings, a subsidizing regional airline of Royal Jordanian, begins operating between Amman and Aqaba later operating to Israel, Egypt, and some other places. Royal Jordanian and Royal Wing are required to expand their activities, this can be achieved through utilizing RJ's offices throughout the world and restructuring them to be able to contribute to promotion of tourism and attracting more tourists into Jordan. It is note worthy to mention that privatization of the Royal Jordanian enhanced its ability to compete with international companies, and reduced its prices which had been currently high compared with other in the region.

The following important steps had been taken in the process of privatization of Royal Jordanian,

- 1) Alia corporation/RJ Law was replaced and RJ was converted to a wholly owned government company.⁵
- 2) Supporting activities, such as the Duty free catering Center, aircraft maintenance, training and engine overhauling, were separated from the main activity (aviation), and all these unites were registered as separate companies wholly owned by the government.
- 3) The Airport Duty free company was sold to a Spanish Company Aldeas for \$ 60 million.
- 4) Training Center Company was sold to Boeing flight safety International for \$ 18 million.
- 5) Four International Companies specialized in aircraft catering manifested interest in buying international bid.
- 6) The share of the Engine overhauling center shall be offered for sale in a competitive international bid.

- 7) An Aircraft Maintenance Center was registered in preparation for its sale to investors specialized in aircraft maintenance through a competitive international bid.
- 8) The entirety of Royal Jordanian shares in Alia Hosting Company, Alia Hotel and Royal Tours have been transferred to Royal Jordanian Investment company.
- 9) Royal Jordanian Aviation Academy; the council of Ministers approved the proceeding with the restructuring and privatization of RJ Aviation Academy.

Royal Jordanian, the national air carrier, has biggest share of transporting airways, and its goal is to promote and market Jordan throughout the world.

- ***Marketing Information Systems(MIS)***

A marketing information system, also is essential. It is a system established to study market characteristics and trends. The results and the findings from visitor surveys, will feed into this system.⁶

MOTA is aware of the importance of information to tourism sector, and this information can be obtained from various sources such as travel agencies, the public Security Department, hotels, the Statistics Department, and others. But these institutions adopt different ways in classifying the data they have. Therefore, a central information office has been established to take over the task of storing, classifying, and publishing the touristic information within well-designed systems and data bases.

There are many published sources of data, for example, the results of country-specific studies and analysis of particular market segments. There are often prepared and published by specialized research companies. The travel trade press should also be followed closely to monitor various trends and new developments.

It is possible to subscribe to a clippings service which will identify and clip all press items of particular interest.

Through its statistics, surveys, and market information system, a MOTA can be expected, in close collaboration with the private sector, to follow all

marketing trends. It should be able to keep in focus the various characteristics of its markets and visitors.

However, a MOTA would not normally be involved with research of a psychographic nature. This might be carried out by advertising agencies, JTB, tour operators or even large hotel companies. These various enterprises will be interested to establish a correlation between choice of holidays, destinations and facilities and particular lifestyle and profiles.

Such studies may help to give a clear idea of who buys what and why, enabling promotional and sales efforts to be better directed. Motivational research of this kind is often carried out through group discussion and in-depth interviewing.

Where research is carried out by private sector interest, they should be encouraged to share the results with the MOTA. While marketing information may give companies a competitive advantage, the MOTA represents the interests of the sector as a whole. One should try to reconcile any conflict between the these two sets of needs.

Management Product Development

One of the key policy development by MOTA concerns tourism investment, and infrastructure development. It encourages the private sector to undertake the development of hotel, beaches, restaurants and all other tourism services in Jordan. The ministry in consultations with national and international experts has decided to concentrates on the two projects, areas of Aqaba and Dead Sea. This decision was based on the obvious attractions that both areas have for international tourism.

Ministry has established Aqaba Regional Authority(ARA) responsible for planning and regulating the development of municipality surrounding desert areas. The first face of the South coast development program involves the area of about 200 hectare tentatively designated as the Ras-Al-Yamniyya resort and Qabous tourist village areas to assist the developers, the government provides roads, paths and bathing areas, water and waste water systems, electricity and telephone service.

The Dead Sea projects organized and managed by the Jordan valley authority (JVA). The main plan was to develop tourism in the majors sector of the eastern shore of the Dead Sea, Suweimeh, Zara. Road, water and waste water, power and communication facilities are provided in every zone, critical element of the development is the preservation of the unique natural and scenic environment of the Dead Sea from the potential negative impacts of constructed facilities, development has been made in such away to minimize the adverse impact. Coastal roads are made on attractive scenic partway. Measures are been taken to prevent all visual, odor or water pollution, and power and telephone are install underground.

Other Tourism Development Projects of MOTA are

- i. Petra region infrastructure development and environmental management.
- ii. Wadi Rum development and environmental conservation.
- iii. Karak and Jerash tourism development program.

Perta Region Infrastructure Development and Environmental Management

Petra is the most spectacular of Jordan's national treasures and one of its two UNESCO World Heritage Sites, the other being Qaser Amra, Petra was the home of the Nabateans, an industrious people who settled over 2000 years ago and carved out their capital from the soft red sandstone of the area.

Petra today faces a host of problems that, if not immediately addressed, will significantly diminish the tourism experience and further exacerbate the adverse results of the uncontrolled growth of Wadi Musa, the town at the entrance to Petra.

For most tourists visiting Jordan, Petra is the premier attraction. Due to its status as a World Heritage Site and facilitated by the peace process, continued growth in visitor numbers to Petra can be expected. It is therefore of crucial importance that:

- i- The site is preserved;
- ii- The experience of tourists visiting the site is enhanced; and
- iii- The national and local economic benefits from tourism are maximized.

Development of Petra Region

Development of Petra region concentrated on five areas (a) rehabilitating and improving two main access roads to the Petra region; (b) developing and improving urban infrastructure in the main urban areas; (c) improving visitor support infrastructure and services at the Petra sanctuary (improving visitor flow patterns, developing proper signage and interpretation, formulating ad-hoc trails and parks through the sanctuary) and developing sight management capacity; (d) improving environmental management (reforestation, Wadi terraces regeneration, flood protection, solid waste management); and (e) building the capacity of the PRC to enforce controlled development and environmental protection, implement urban development projects, and promote tourism. The following is a description of the components under this project.⁷

(a) Road rehabilitation and improvement

The proposed investments for road under the project would focus on improving the level of service in the area, including traffic safety, into existing key access roads to the Petra region. Specially (i) the access road to Wadi Musa from the desert highway through Uzainah and Shobak (53 km); and (ii) the scenic road from Wadi Musa to little Petra (Baida) through Um Seyhun (7.5 km). For these proposed road improvement projects, works would be related to increase road safety and the construction of scenic view points. The project will also finance detailed design engineering and construction supervision services for these road projects.

(b) Urban Infrastructure Development

This sub-component would support the implementation of urban infrastructure development and improvement in the three main Petra region urban areas i.e. Wadi Musa, Taybeh and Um Seyhun.

Wadi Musa Urban Infrastructure development

The proposed urban infrastructure investments in Wadi Musa would focus on rehabilitating the existing key urban roads, including lighting, along with enhancement works in Wadi Musa town center and the Tourist park zone. Specifically, under this subcomponent the following works would be

implemented: (i) improvement of the Wadi Musa spine road from the urban boundary through the town center to the Tourist Park Zone; (ii) enhancement of the Wadi Musa town center, where traffic would be diverted and streets upgraded and landscaped, and where the adjacent abandoned traditional village houses (Elge old village) would be rehabilitated to attract tourists for sightseeing and shopping; (iii) development of the street layout of the Wadi Musa tourist arrival area (Tourist Park zone, including the Promenade); (iv) improvements to selected lengths of minor urban collector roads in Wadi Musa to provide enhanced circulation patterns, thereby avoiding tourist and environmentally sensitive locations and reducing congestion; (v) improvement of street lighting and street landscaping (including civic works, urban furniture and signing) with the potential to benefit both tourists and the local economy; and (vi) improvement of traffic management and parking at points of visitor arrival and departure, including the Wadi Musa tourist area and town center.

Taybeh urban infrastructure development

The proposed urban infrastructure investments in Taybeh would focus on rehabilitating the Taybeh town spine road (4 km) and improving street lighting and street landscaping.

Um Seyhan urban infrastructure development

The proposed urban infrastructure investments in Um Seyhun would focus on rehabilitating the main spine road in Um Seyhun; improvement of traffic management and parking at points of visitor arrival and departure, including the Sanctuary exit zone, and development of a new coach parking/interchange area, and improving street lighting and landscaping, civic works, urban furniture and signing.

The project will finance detailed design engineering and construction supervision services for the infrastructure development and improvement projects outlined above.

The Second Tourism Development project does not address water and wastewater deficiencies in the region. These infrastructure requirements are being addressed by the Jordan Water Authority with the assistance of USAID, which is currently preparing a Water and Wastewater Treatment project for the Petra region. Work on this project will occur concurrently with the infrastructure

development sub-components of the Petra components. Because the water and wastewater pipes will be laid within the right of way of the urban road network, there will have to be a high degree of coordination between the two projects.

(c) Visitor Facilities and Management at the Petra Sanctuary

The objective of this sub-project is to improve visitor support services at the Petra sanctuary by: (i) addressing the needs of tourists through the improvement of visitor flow patterns, the existing visitor center, and rest and shopping areas; (ii) enhancing the sanctuary through the creation of paths and/or trails and appropriate landscaping, including indigenous vegetation; and (iii) improving tourism management through improvements in the presentation of the site through proper signage, explanatory panels identifying monuments, and training for site management and guides.

Visitor center and site entrance area

The project would support the design and implementation of the redevelopment of the visitor center and the site entrance area. USAID, as part of the recently cancelled (for reasons unrelated to the project) Jordan Sustainable Tourism Development/Sites (JSTD/Sites) project, has completed initial work in the form of drawings, reports and contract documents for the visitor center, shopping and rest areas. The JSTD/Sites project proposed to remodel, but not expand, the visitor center. The proposed project will support the establishment of a Committee, with membership from MOTA, UNESCO, and the Bank, to review the current design with respect to the expected increase in visitors and to determine whether to proceed with the proposed design or to expand the center. In the event the latter is recommended, the project would support an international competition for which the terms of reference and evaluation criteria would be prepared by Jordanian official and advisers from UNESCO. The design of the shopping arcade and rest area would be linked to the decision regarding the design of the visitor center.

Sanctuary enhancement

The proposed project would improve visitor support services by improving visitor flow patterns, designing appropriate signage, formalizing the ad-hoc trails that lace the sanctuary and creating new paths and/or trails where

appropriate, and providing landscaping with indigenous plants and shrubs. Lack of information about the site is a major cause of tourist dissatisfaction with the site- it is a major cause of visitor "bunching" at the Treasury and of lack of visitor awareness of most of the other monuments within the sanctuary. Undirected wandering results in monuments damaged by litter, graffiti, and erosion caused by inappropriate wear and tear. The proposed project would fund the development of (i) a basic tour of the sanctuary, (ii) trails through and to the more remote monuments, and (iii) interpretive material at the visitor center and along the established routes to highlight the monuments.

Site and visitor management

The proposed project would develop a visitor management plan that would, within the limits of the site's carrying capacity, improve presentation of the site through development of a visitor management plan and provision of training for site management staff and guides. The visitor management plan would coordinate the development and presentation of information about the site, visitor circulation plans, and site control and management. Technical assistance for the above would be funded, as would the development of training materials for site management staff and guides.

The project would also fund site preparation and implementation services (detailed engineering and supervision).

(d) Environmental Management

Infrastructure development investments made for environmental protection and management in the Petra region and these include

- *Watershed management reforestation and Wadi Terraces regeneration:*

The proposed project included the creation of a vegetation belt area at Um Seyhun village, the reforestation of the upper watershed along the scenic road, the development and management plan for the Hisha forest and the implementation of a forest conservation, pilot project the Wadi Musa area. In addition the project supported the regeneration of the Wadi Terraces and the design and implementation of landscape improvements within the dedicated areas of Wadi Musa and Wadi Sadr.

The investments respected local cultural values and complement traditional agricultural practices. The design based on the recommendations, facilities, improvements and configurations as contained in the Wadi valleys masterplan.

- *Watershed management: Flood control and protection*

Under this component (i) embankments had been protected; (ii) obstructions in the Wadi beds removed; (iii) soil erosion control measures taken and (iv) bottleneckex, specially in the area approximately 1 km upstream of the Siq entrance removed.

- *Solid waste management*

The project supported monitoring the contracting out of solid waste services to a private operator on a management contract basis. The PRC supervised the management contract on behalf of the municipalities of the project area.

(e) *Developing capacity of the Petra regional Planning Council (PRC)*

The PRC was established by the council of ministers in April 1995 in response to the increasing need for control of urban growth in the Petra region. The PRC is empowered to prepare, approve, and enforce land-use plans within the area under its authority. It is also empowered to implement development project.

The area is booming-recent hotel investments amount to US\$ 70.80 million, tourism flows have more than double, the PRC is not fully functional and is currently unable to perform these tasks.

Technical assistance will be provide to the PRC to build the technical, management and implementation capacity necessary to carry out its mandate, including the effective implementation of the proposed project. The PRC with the headed by a general manager, assisted by director of four units i.e. (i) a Development Control and a Planning Unit, which is responsible for all land-use planning, its enforcement, zoning, licensing and the issuance of building permits; (ii) a Project Implementation Unit, which is responsible for executing government and donor-financed projects; (iii) an Environmental Manager Unit, which is responsible for watershed management, including reforestation and flood control,

solid waste management, and urban landscaping and (iv) a Tourism Promotion Unit, which is focus on developing tourism products to create additional attractions to enhance visitor experience and motivate them to stay longer at Petra.

The development control and planning unit of the PRC is responsible for the following activities; (i) monitoring and managing the implementation of development in accordance with the land-use plans and development controls and guidelines for Wadi Musa, Taybeh and Um Seyhun; (ii) assisting all applicants and assessing all applications for development within the Petra region and making recommendations to the PRC board; (iii) monitoring all new construction in the Petra region to ensure that planning permission has been granted and that actual development corresponds with permissions; and (iv) reviewing any necessary adjustments to the land-use plans when exceptional circumstances occur and making recommendations to the PRC board.

Wadi Rum Development and Environmental Conservation

Wadi Rum is one of Jordan's premier nature reserves and a site that will become a major attraction for eco-tourism and a source of significant tourism avenue. Its unspoiled beauty and tranquillity rank it among the world's best desert parks, and it is also an important deposit for the region's desert biodiversity. The site was relatively unknown by tourists until the late 1980s, when publication of a rock climber's guide was enough to attract the attention of mass tourists visiting Aqaba beaches. Uncontrolled mass tourism (500-1000 people each day during peak season), and associated unplanned urban developments now constitute the major threats to the site's ecological and aesthetic integrity. Increasing visitor use of Wadi Rum, if unmanaged, will exacerbate the damage to the ecology and archaeology of the site.

The Wadi Rum development and environmental conservation component will support and encourage tourism development that maximizes economic returns to local communities while protecting and conserving the natural and cultural resources. Main component activities, developed and implemented in close collaboration with the local community, will include the following sub components:

- i- infrastructure development.
- ii- Protected area and tourism management.
- iii- Income-generating activities support.

Infrastructure Development

The majority of investments in Wadi Rum would be related to infrastructure development and improvement. Infrastructure investment would concentrate on four primary area:

- a) off-site infrastructure, mainly a new access road of about 4.4 km from Disi Road to the visitor reception area and a new entrance gate;
- b) development of new visitor facilities and administrative buildings;
- c) planning and development of a new village to accommodate increase in the local population; and
- d) improvements to existing Rum village.

Off-site infrastructure; construction of a new access road and a new entrance gate; solid waste management

A new one-way visitor entrance into Wadi Rum, beginning to the east of Jebel Al Quwaysa and curving back towards the existing road to Rum just before pass over the hill, the route includes some of the most dramatic entrance views and the panorama of the main Rum valley and seven pillars from the higher ground, it will start at a new junction on the existing Disi Road located between the two Wadis at a point approximately 1.7 km east of the existing junction to Wadi Rum. The total length of the road is about 4.4 km.

The environmental impact of the visitor access road will be as small as possible. The road will be designed as narrow as possible.

Visitor and Administrative Facilities

The objectives of the construction the new visitor facilities are to create a dramatic arrival that maximizes the experience of enter to Wadi Rum and to create a space for full interpretative facilities where the views of the landscape appreciated and the impact of parking and interchange facilities minimized.

The visitor center would be located on the existing access road to Rum. Visitors would approach the center as they drive south along the new access road, leaving their car or coach in a parking areas in a landscape of desert flora and boulders.

New Rum Settlement

Because Rum village has reached its full capacity for growth, consultation with local population led to the selection of a site within Wadi Rum for a new settlement that would accommodate the population growth in the area resulting from greater opportunities in tourism. All housing would be served off the two spine roads and would be based on a series of housing cells, or clusters, each of 12-20 plots and served off communal, central courtyard. The structure of neighborhoods, spine roads and housing clusters would allow for social development of the village by extended families.

The “public face” of the village along the Rum village road would be a stone wall set back from the road, its purpose would be to screen the village, particularly in the early years when buildings are unfinished and planting immature.

Improvements to Rum Village

The main considerations built into the design of Rum Village were:

- i- The restriction of the growth of the village across the Wadi and encouragement of a distinctive village form;
- ii- Enhancement of the appearance of the village by improvements to existing buildings, walls, open spaces, etc;
- iii- Encouragement of development and changes in use to tourist accommodations and facilities, craft manufacture and commercial activities; and
- iv- Promotion of a more attractive urban area that will encourage visitor contact and improve economic benefit for villagers.

A detailed land use for Wadi Rum would be prepared. The plan would focus on location layout and design of infrastructure and tourism facilities (accommodation, service facilities, parking, reserve headquarters and ranger

posts), including possible uses of the buildings within Rum village. Any additional construction, such as accommodation, restaurants or shops, would be strictly based on the land-use plan. The location of publicly funded community facilities, i.e., a health center, and infrastructure improvements would follow the land-use plan as well.

Protected Area Management Plan and Tourism Management plan

Technical assistance, training, and consultancy services: these would be a wide range of protected-area and tourism-management activities implemented as a part of the project. They are intended to encourage both the community and visitors to maintain Wadi Rum in the best state possible through monetary incentives, enforcement, and education. Other components would include:

- i- Revising the entrance fee structure and overall reserve revenue allocation in order to maximize cost recovery and reinvestment in tourism services and infrastructure;
- ii- Designing and implementing a community-based enforcement scheme focusing on hunting, littering, graffiti, fuel wood collection and off-road driving; and
- iii- Preparing and delivering public awareness and education programs for local tour guides, the local community, non-local tour operators and resident military personnel. In addition, a protected area management plan, based on a detailed baseline assessment of natural and cultural resources, would identify management priorities and action plans for the protected area and buffer zone.

The baseline assessment of natural and cultural resources would be carried out early in project implementation. RSCN, in collaboration with associations and universities, would compile all ecological, physical and demographic information of relevance to the conservation of Wadi Rum in a geographical information system and ensure the timely preparation of maps.

A study of Wadi Rum carrying capacity would also be carried out early in project implementation in order for its findings to be incorporated into the project's protected area management plan. The study would provide both maximum numbers of visitors and identify potential management concerns. This

would provide useful information to determine the most appropriate management strategy.

The Components of the Protected Area Management Plan Would Be as Follows:

- A preliminary zoning plan would include detailed maps and would identify the management objectives and uses of each zone. For example, certain zones would be accessible only by foot or Camel.
- A visitor management plan would be prepared, determining visitor flow and circulation patterns based on the site's ecological and archaeological carrying capacity.
- A wildlife conservation program would be developed, including detailed habitat mapping, species conservation and monitoring programs, and identification of priorities for further applied research. It would identify the most ecologically sensitive areas and indicate the priorities for biodiversity conservation.
- A cultural resources conservation program would also be developed. The program would indicate priorities for the conservation of the reserve's cultural and archaeological resources. Including the history and culture of the contemporary Bedouin tribes, and the conservation of prehistoric and historic remains.
- A livestock and range land management scheme would be prepared that will include a survey of the numbers, movement patterns, and socio-economic dependencies of all groups of Bedouin pastor lists using the wider Disi-Wadi Rum area. The scheme would provide the basis for a community-based participatory range land management scheme aimed at promoting the sustainable use of natural resources.

The project would prepare and implement on-site professional training programs specifically designed for Bedouin tour guides, local four-wheel-drive vehicle drivers and tourist police. The training program would focus on the fragility of desert ecosystems and archaeological sites(i.e. the long-term effect off-road driving on vegetation, litter disposal, etc.); basic measures to minimize

visitor impact on the natural ecosystem and first-aid treatment. The program would include English language training.

Karak and Jerash Tourism Development Program

MOTA in order to spread the heavy tourist concentration in Amman and Petra to other historic sites, started development of such very attractive tourist places.

Jerash Tourism Development Program

Jerash, known as Gerasa in ancient times, is one of the most extensive and best preserved provincial Roman cities in the Near East. Founded during the second century BC, it was a member of the Decapolis, a commercial league of ten Greco-Roman cities, the city flourished during the first century BC through the second century AD. Jerash declined following a major earthquake in 747 AD, the city was left uninhabited, and a modern town was built by Circassians on the eastern slope of the stream valley in what was once the residential area of the ancient town.

Today, it is well known for the Jerash Festival, an annual culture event celebrating Jordanian handicrafts and performing arts, which draws performers and visitors from throughout the region.

MOTA intended from this project to fund an integrated tourism and urban development for Jerash, including plans, programs, and priority action projects with necessary institutional and implementation guidance. Key urban issues which have been addressed by MOTA are:

- i- Traffic circulation and parking; existed pressures resulting from visitor arrival and park in, city center congestion, required the presentation of alternative traffic circulation plans, all these problem have been solved completely by MOTA and the city authority.
- ii- Water supply and sewerage system; at present the whole of Jordan suffering of sever water supply shortages and low pressure, not only the city of Jerash, and only 35 percent of the houses are connected to the sewerage system. MOTA have been played a crucial role in attract

urgent investments to benefit the residents and were also essential for the development of tourism facilities and accommodation.

- iii- Solid waste and disposal; improved collection of solid waste throughout the city has been done, as well as they review of current disposal methods.

After all, MOTA has been identified the potential projects directly linked to tourism and that would benefit the local population. These projects included:

- restoration of the city walls and monuments, the East Bath, and lighting of the attractions.
- rehabilitation of historic houses in the central area as a traditional souq.
- Selection of appropriate locations for tourist accommodations.
- Training in tourism-related skills and entrepreneurial advice.

And all these projects resulted in the following:

- Tourism development opportunities; increased of visitors to the city, lengthen visitor stay, improved presentation of attractions, and enabled the city's use as regional base for visitors.
- Economic development and employment; this is ensured that tourism benefits local businesses, improved urban services, and encouraged private-sector investment.
- Traffic management and parking; it has been resolved congestion and inadequate parking and improved circulation and pedestrian movement.
- Institutional and financial management improvements; it has been ensured appropriate institutional capacity for effective planning, finance and implementation.
- Private sector participation; it has been encouraged and increased opportunities for private sector investment and joint venture partnerships.

Karak Tourism Development Program

MOTA intended from this project to fund an integrated tourism and urban development for Karak, including plans, programs, and priority action projects with necessary institutional and implementation guidance. Key urban issues which have been addressed by MOTA are:

- i- Traffic circulation, public transport and parking; what MOTA has been done to minimize the levels of congestion, which has been made the visiting of Old Karak previously by vehicle increasingly difficult and pedestrian movement unpleasant.
- ii- Urban enhancement; MOTA has done a lot to urban within the area, such as, conservation of selected areas, pavement widening and restoration of building of historic significance.
- iii- Economic regeneration; MOTA has been encouraged the opportunities to support the local enterprises benefited from increased tourism and the retention of government services in the old city.
- iv- Technical assistance and training for the local people; in particularly, the lack of tourism experience, the lack of effective planning and building controls and the lack of private-sector investment in tourism facilities.

After all, MOTA has been identified the potential projects directly linked to tourism and that would benefit the local population. These projects included:

- tourism development; opportunities to increase visitor contact with the city, to increase the visitor length of stay, to improve presentation of attractions, and to enable the city's use as regional base for visitors.
- Urban conservation and planning; to protect and enhance the walled city- the monuments, historic buildings, and areas worthy of conservation.
- Traffic management and parking; to resolve congestion and inadequate parking and improve circulation and pedestrian movement.
- Urban infrastructure and services; to ensure suitable coverage is achieved at reasonable cost using appropriate technologies, and suitable quality of services, operations and maintenance, financial arrangements and environmental impact.
- Institutional and financial management improvements; to ensure appropriate institutional capacity for effective planning, finance and implementation.
- Private-sector participation; to encourage and increase opportunities for private sector investment and joint venture partnerships.

After all, a lot of successful results have been produced and generated to the benefits of the local people of Karak.

Human Resource Development

The responsibility of human resource development at the MOTA is assigned to separate department. This department coordinates all aspects of national tourism human resource development strategies.

With the expansion of Jordanian tourism, needs for human resource development are becoming acute, tourism and travel sector helps in creating new opportunities in Jordan. As Jordan suffer high unemployment rate, its hopeful that national tourism human resource development policy will play an important role in overcoming the problem of unemployment, and provide employment to skill workers within the country and also in different region.

Statistics issued by World Travel and Tourism Council (WTTC) indicate that, the tourism sector will contribute about 11.7 per cent of the world growth domestic product and will create about 200 million job opportunities. Thus tourism and travel expected to encourage other economic sectors to employ more people, specially on the sectors of retail sales, constructions, industry, communication and of course hotels and recreational centers. This clearly shows (Table 5.1) that there will be large demand for workers in tourism sector.

The main job of human resource department is to prepare and integrated human resource development strategy for the tourism sector, covering all levels of personnel in all occupations.⁸ The following are the various activities of human resource development department to implement its strategy:

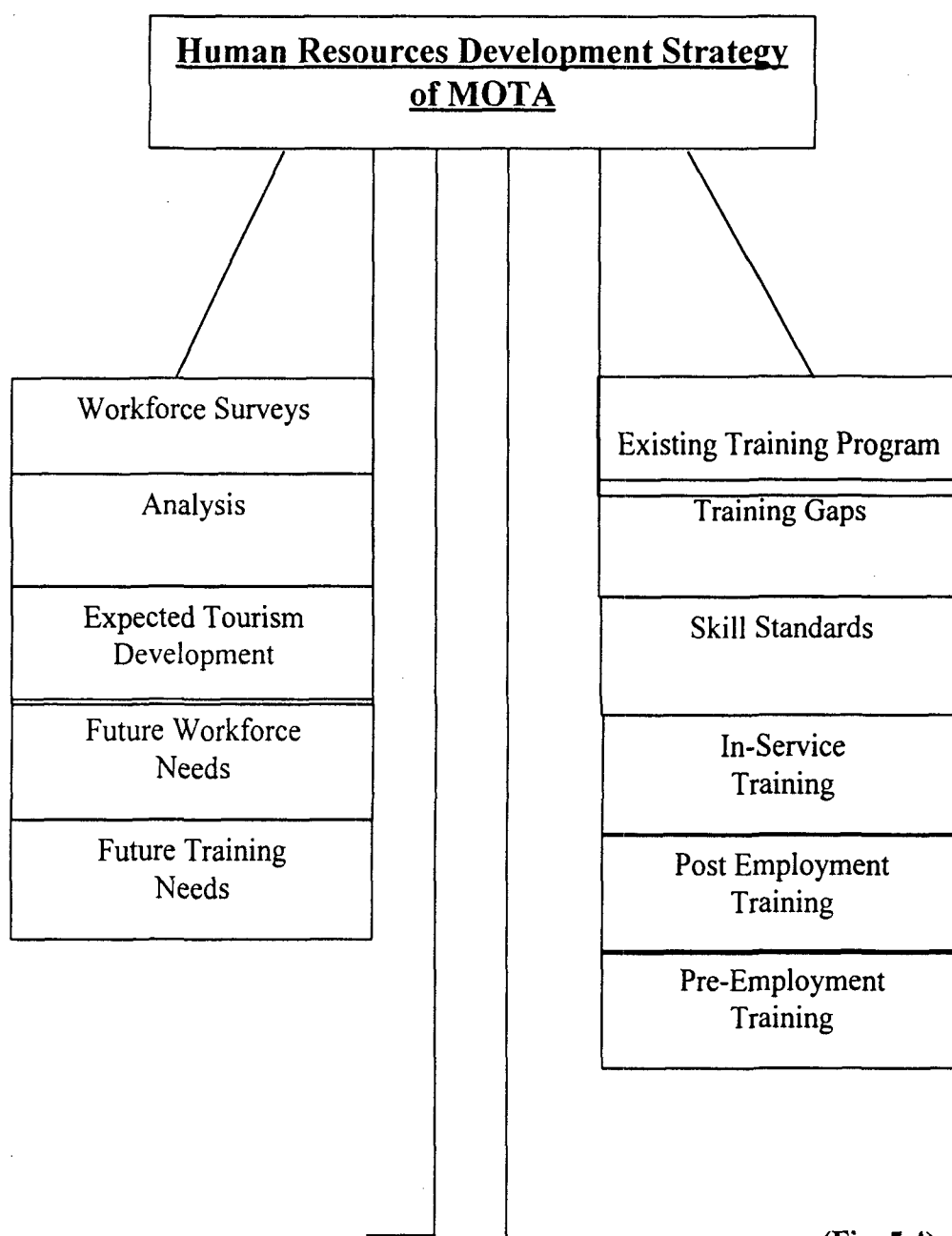
- Conduct surveys of the existing workforce including employee profiles and characteristics, occupations held, levels of skill, and any training received.
- Review the expected development and expansion of the sector, the number of hotels under construction and the addition of other tourism facilities and services.
- Survey the existing education and training institutions and evaluate their contribution to human resources development; the quality of programs and the capacity and output of trainees and students.

- Assess the capacity and quality of the existing education and training system and identify any training gaps.
- Prepare proposals for the improvement, expansion and development of the network of educational and training institutions and centers to meet future needs.
- Review in-service training programs, and other post-employment training, in relation to the identified needs.
- Identify future needs for specialized teachers and training staff, and formulate proposals for the necessary teacher training programs.
- Formulate programs for all specialized training, including, for example, government tourism officials, tourist guides, and planning and marketing specialists.
- Outline the proposals for the development of a comprehensive set of occupation skill standards for the sector.
- Consult with the universities on the development of their role in relation to both tourism studies and research.
- Review with the educational authorities the introduction of tourism-related education and training in existing educational institutions.
- Develop initiatives to assist the private sector in playing a more active part in training, including the development of more and/or better in-service training programs.
- Integrate all proposals with other areas of the plan, namely, MOTA management and organizational development, regulation and control, research, marketing, product development and public awareness programs.
- Draft, review and finalize as the case may be, the tourism human resources development strategy.
- Consult extensively with any national committee or council, or similar body, on all aspects of the strategy.

EMPLOYMENT IN TOURIST ACTIVITIES IN JORDAN DURING 1991 - 2001 (Table 5.1)

Particulars	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Classified Hotels	5,880	5,999	4,936	5,033	5,757	6,381	7,299	7,941	8,813	9,232	10,893
Unclassified Hotels	374	399	444	462	534	566	516	569	565	553	553
Travel Agencies	1,059	1,264	1,365	1,478	1,658	1,758	1,950	1,970	2,758	2,779	2,786
Rent-A-Car CO's	170	200	250	400	600	823	1,128	1,150	1,140	1,140	1,140
Tourist Shops	212	220	250	300	335	318	345	346	356	356	356
Tourist Guides	157	192	240	317	414	618	587	628	700	685	680
Horses Guides	391	386	385	387	387	387	388	388	388	388	388
Tourist Transp. Comp.	210	208	235	275	380	505	385	558	558	558	5587
Tourist Restaurants				2,500	3,000	3,840	3,840	4,000	5,091	5,624	5,310
Rum									200	200	200
Total	8,453	8,868	8,105	11,152	13,065	15,196	16,438	17,550	20,569	21,515	22,864

Source: Ministry of Tourism/Statistic Dept. 2001



(Fig. 5.4)

Source-MOTA.

Managing Public awareness program

Public awareness program means informing the general public about the growth of tourism. This include, giving explanation about its development, and its contribution to the country's social and economic well-being. It also includes the need to encourage the general public to support the development of both international and domestic tourism.⁹

A public awareness program also explain to tourists important aspects of the local culture and how best to behave to get the most benefits from their vist.

Public awareness have many similarities to marketing. It is about communicating ideas, values and plans, and uses many of the same public relation, promotional, sales and advertising tools as marketing.

It is trying to get across a point of view, to involve people, to inform them, to educate them, to benefit from the their ideas and to win their support.

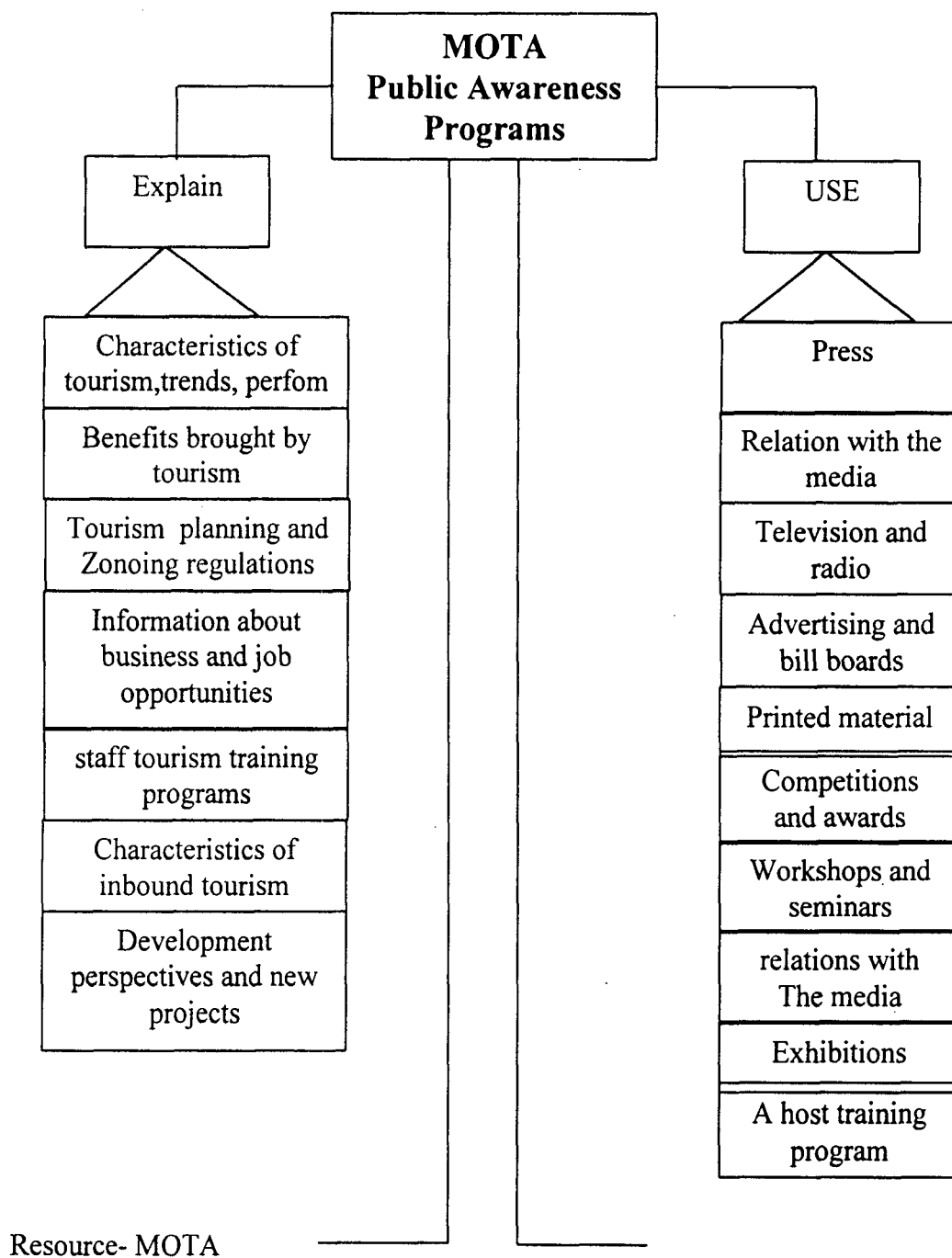
In Jordan public awareness program is coordinated at the national level by the MOTA itself. It covers mainly the contribution of tourism to national economic and social development, and the perspectives for its future development. Other elements of the public awareness are also organized at the local community level.

The importance of tourism to Jordan seems to be well understood by its people with 9 out of 10 believing that tourism should be encouraged, and that more tourists will result in benefits to Jordan. Tourism may become oil for Jordan. This expectation of course, is the refflection of the recent growth in tourist arrivals. General international tourist arrivals are more than the number of tourist coming from the Gulf Cooperation Council (GCC).

But most Jordanian citizens still believe, that tha benefits from tourism development, are primarily occur to the nation and to lesser degree to the community they belong, and little to themself personally. Young people are relatively more positive than the old, and they are also more willing to be train for employment in tourism industry.

As far as tourists awareness is concern, 90 per cent of the tourists interviewed they choose Jordan because of its history and culture, all other attractions capture less than 5 per cent of the tourist. It shows integrated public awareness program, is not properly developed and executed. Public awareness

program designed to improve the general public's involvement with tourism, as well as, in Jordan its general perception and understanding of it. But is not properly developed and executed.



(Fig. 5.5)

Management and Development of Tourism Sector Since 1991

Jordan's tourism sector has been rapidly growing since the last ten years. It accounted for almost 6 percent of total GNP in 1999, and has directly created job opportunities for more than fifty thousand employees. The tourism sector has also shown great potential in attracting investments, with total investments reaching JD 210 million in 1998. Tourism is an integral part of Jordanian economy. International tourism is one of the main major source of foreign exchange in Jordan. It is estimated that around 13 per cent of growth inflow of foreign exchange to the country comes from tourism. It is forecasted that Jordan will reap one billion U.S.\$ in revenues from tourism in the year 2005.¹⁰

The government recognizes the sector potential, particularly in the development of tourist resorts of international caliber. At the same time, Jordan is committed to environmentally sound development which will protect the sensitive ecological and historical, recreational areas and religious sites. These accomplishments are due to the government's efforts to improve the tourism investment environment and develop legislation and regulations and provide infrastructure facilities, in addition to the development of touristic sites with state resources complemented with assistance from international donors. International loans and grants have contributed to the funding of projects related to tourism which are jointly implemented by the Ministry of Tourism, the Jordan Tourism Board, Ministry of Planning and other concerned agencies.

Projects that will be implemented with international assistance include the development projects of Petra, Wadi Rum, Aqaba, Dead Sea, Karak, Jerash, Sult and downtown Amman. Other assistance for tourism development also will come from cultural cooperation with bilateral donors.

MOTA is playing an active role in the development of three basic economic resources- capital, land, labour.

Investments

MOTA is stimulating, promoting and helping to mobilize a variety of new investments in the development of tourism sector in Jordan. One of the key policy developed by the Ministry concerns tourist investment and infrastructure development. International investment is and will be fundamental to Jordan

development as an international tourism centers. To this end following incentives had been introduced by the government of Jordan to attract required levels of capital.

1. *World Bank-Funded Project*

World Bank funded project is in the works to fit the colorful mosaics of Madaba into the big picture of global tourism. According to MOTA official the ancient Byzantine city, 35km south of the capital, would receive a major facelift, as part of a Kingdom-spanning \$44 million project kicked off two years ago. The Ministry of Tourism and Antiquities has agreed to contribute \$12 million to the five-year project. To date, the project has targeted enhancing sustainable and green tourism in attraction-rich areas such as Petra, Wadi Rum, Jerash and Karak, with efforts ranging from road repairs to flood management and environmental preservation. \$2 million of the project's \$44 million had been allocated for Madaba Governorate. The project enhanced the experiences of visitors and protect the ancient heritage of the governorate, as well as create interaction between tourists and local communities. The project may help lower the volume of perennial complaints from the Madaba tourism sector that the governorate is only used as a bridge to other sites nearby. Among other things, the project aims to raise the living standards of local communities, facilitate the flow of visitors, and increase job opportunities around sites.¹¹

2. *International assistance for Tourism Development in Jordan*

The USAID program in Jordan addresses three main sectors, namely water, health, and economic opportunity. Although there are no USAID-funded "tourism" projects as such, integrated approach to development, specifically in both water and economic opportunity, directly support Jordan's tourism. Taken together, these activities represent a significant contribution toward creating employment opportunities, preserving Jordan's heritage and presenting it to an increasingly large global audience. **AMERICAN CENTER FOR ORIENTAL RESEARCH (ACOR):** A \$1 million U.S./Jordanian-funded endowment helps provide financial stability to ACOR, the premiere international archeological institute in Jordan. ACOR's impressive office in Amman near the University of

Jordan as well as other USAID grants have helped ACOR in its ongoing efforts to preserve and present major historical sites, such as the Amman citadel, the Byzantine church at Petra and the Madaba archeological park. These and other sites figure prominently on Jordan's tourist route, attract tens of thousands of tourists each year, and represent an important asset to Jordan's tourist industry.¹²

3. *Royal Society for the Conservation of Nature (RSCN):*

A \$3 million USAID grant to RSCN is helping Jordan's leading environmental non-governmental organization expand its programs while also providing employment opportunities in some of the poorest regions of the country. Two RSCN sites — the Azraq nature reserve and Wadi Feynan at the lower end of the Wadi Dana reserve — will directly benefit from the grant. In addition, a nature and information center will be established in Amman. The center will play an important role in selling RSCN products and in informing foreign tourists about Jordan's natural heritage, as well as Jordanian school children about the importance of water conservation and environmental protection. As a result of these and other efforts, RSCN is emerging as a leader in developing eco-tourism and promoting job opportunities related to eco-tourism in Jordan.¹³

4. *Bethany beyond the Jordan*

Bethany Beyond the Jordan--the site at the southern end of the Jordan River recognized by the Byzantines as the place where Jesus was baptized--is well on its way to emerging as one of Jordan's premiere new tourist destinations. Pope John Paul II visited the site in March 2000, emphasizing its historic and spiritual significance. Other visitors have commented on the peaceful setting and the impressive efforts on the part of Jordanian authorities to preserve the natural and historic beauty of the site. Much of this work is funded by jointly programmed local currency made available as a result of the USAID program in Jordan. So far, JD5 million in local currency has been provided for this work. In past years, such local currency was used to help preserve other sites, including Lot's Cave and sites in the area around Petra.

5. *Wadi Mousa Water and Wastewater Treatment Project*

USAID contributed \$27.7 million to this \$45.5 million project, which also involves the French, Germans and Government of Jordan. As a result, a world-class water and wastewater treatment system is being provided for Wadi Mousa and 3 villages adjacent to the world heritage site at Petra. The initiative serves a local population of 17,000 as well as the several dozen hotels and guesthouses that cater to the nearly half million tourists who visit Petra each year. Interestingly, excavation undertaken as part of this project has unearthed a number of interesting historical artifacts that will soon be placed on display in the Petra museum. Under a subcontract to the construction firm supervising the project, the Petra National Trust received funds to research and catalogue this important material.

6. *Jordan Hotel Association (JHA)*

Working with the JHA through the USAID-financed Jordan-U.S. Business Partnership program, quality and performance standards are being established for Jordan's hotel industry. Training in management and services along with a reference library, including CD-ROMs and videos, will promote world-class standards in the industry. Discussions are also underway with a view toward having the association expand to include restaurants as well as hotels. Finally, as a result of USAID assistance, the JHA recently joined the American Hotel and Restaurant Association.

7. *Encouragement of Investment Law*

The Investment Promotion Law No. (16) of 1995 repealed the Encouragement of Investment Law, No. 11 of 1987 and Law No. 27 of 1992 Regulating Arab & Foreign Investments. The new law opens the financial market to all investors and provides for the equal treatment of investors regardless of nationality.¹⁴

The new law abolishes the distinction between *economic* and *approved economic* projects. Therefore, projects in the following sectors enjoy the special exemptions specified under the law: (1) Industry; (2) Agriculture; (3) Hotels; (4) Hospitals; (5) Maritime transport and railways; (6) Leisure and Recreation Compounds; (7) Convention and Exhibition Centers; and (8) any other sectors or

its branches that the Council of Ministers decides to add based on the recommendation of the Higher Council for Encouragement of Investment. These sectors are also subject to a revised tax rate of 15 percent under latest amendments to the Income Tax Law.

In addition, exemptions from taxes and fees extend to all imported fixed assets, imported fixed assets of the expansion of productive capacity over 25 percent, and imported spare parts.

Exemptions from income and social service taxes for a ten year period starting from the date of production is granted in ranging amounts according to the level of development of particular locales.

The Committee for Encouragement of Investment considers investors' applications from other sectors for inclusion under the Encouragement of Investment Law and makes the appropriate decisions within thirty days from receiving such applications. A rejected application that is returned must include the reasons for the rejection. A new government office is to be established to encourage investment and to speed procedures for registering and licensing new investments. The law also contains a commitment that all investment proposals will receive a response from the Higher Council for the Encouragement of Investment, a body made up of ministers and business representatives within thirty days of application.

The new law also allows direct entry into the Jordan stock market in order to help attract foreign capital. Furthermore, it makes it possible for a foreign investor to buy shares directly, provided that the total foreign ownership in the publicly traded company does not exceed 50 percent at the end of the close of trade on the official market.

(a) *Restrictions on Foreign Investment*

Special rules were issued specifying the sectors in which foreign investors are allowed to invest and the proportion of ownership foreign investors may maintain in addition to the minimum capital requirement for foreign investors. Until recently, such minimum capital requirements were set at a minimum of JD 100,000 with the exception of investments in the stock market, where such minimum was set at JD 1,000. On February 22, 1997 the Council of Ministers

resolved to remove the minimum investment requirement of JD 100,000. Pursuant to said resolution, Jordanian and non-Jordanian investors are now afforded equal treatment with regard to their investment in Jordanian companies.

(b) *Encouragement of Foreign Investment*

The Encouragement of Foreign Investment Regulation of 1995 allows wider foreign ownership and direct entry of foreign nationals and companies into the Jordan stock market. This regulation is intended to enhance the opportunity for substantial foreign investment and, in conjunction with a reduced tax structure, to enhance returns on stock. The Regulation is intended to boost confidence in Jordan as an attractive emerging market and to help attract foreign capital.

The Regulation eliminates the cumbersome requirements requiring prior approvals by the Cabinet and the purchasing of permits through licensed brokers as well as the set limitations on ownership. It also provides tax exemptions for investment in less developed regions in Jordan.

The Regulations for the Promotion of Foreign Investment No. 39 of 1997 eliminated the 50 percent ceiling on foreign equity ownership in the Amman Financial Market, transportation, insurance, banking, telecommunications and agricultural sectors. The 50 percent ownership ceiling remains in the construction, trading, trade services and mining sectors. These Regulations also reduced the minimum amount of foreign investment from JD 100,000 to JD 50,000.

(c) *Investment Tax Incentives*

Exemptions from income tax and customs duties for projects are provided for under the Encouragement of Investment Law. All fixed assets for the project are exempt from customs duties and taxes. Fixed assets include the equipment, machinery apparatus and tools needed for the project. For hotels and hospitals, the definition includes furniture and other material specific to these industries. Imported spare parts for the project will be exempt from customs duties and taxes provided the value of these parts does not exceed 15 percent of the value of their related fixed assets.

Net profits of the projects are exempt from income tax for up to ten years starting from the commencement of commercial production or providing services in accordance with the rates set forth, in the Other Tax Exemptions section above. Furthermore, additional incentives are granted if the project undergoes expansion, development or modernization resulting in an increase of its productive capacity. Hotels and hospitals may enjoy exemption from customs duties and taxes every seven years for the purchase of new furniture and other materials specific to these industries.

(d) Free Trade Zones

General

In order to encourage export-oriented industry, Jordan has set up a number of Free Zones.¹⁵ The first Free Zone was established at the Aqaba port along the Red Sea. Other free trade zones are located at Zarqa, the Sahab industrial estate and Irbid.

Free Zones come under the supervision of an autonomous body, the Free Zone Corporation and are governed by the Free Zone Corporation Law, No. 32 of 1984. In order to qualify for licenses to operate within a free zone area, projects must meet the following criteria: (1) applying new technology and introducing new industries to the country; (2) using local raw materials or components; (3) raising the level of domestic labor skills; and (4) reducing Jordan's imports. Applications for a Free Zone license are filed with the Free Zone Corporation.

Projects granted a license in a Free Zone enjoy the following privileges: (1) exemption of profits from income tax for a period of twelve years; (2) exemption of non-Jordanian employees from income tax on their remuneration and from the social service tax; (3) exemption for goods imported into or exported from Free Zones from customs duties, import fees and any other fees and taxes; (4) exemption of lands, buildings and properties in free zones from licensing fees and taxes; and (5) freedom to repatriate capital investment and profits earned, subject to prevailing laws and regulation.

Furthermore, importers using the Free Zones to supply the local market, avoid import license fees amounting to 5 percent of cargo value, until the goods are actually cleared for release from the Zone.

Qualifying Industrial Zone

Pursuant to the United States - Israel Free Trade Area Implementation Act of 1995, the governments of Israel and Jordan have agreed to the creation of the Irbid Qualifying Industrial Zone (QIZ). This zone is located in the Irbid duty-free zone in Jordan in conjunction with the Israeli side of the border-crossing at the Sheikh Hussein - Nahar Hayarden Bridge. Pending American designation of the Irbid duty-free zone as a qualified industrial zone, this zone would provide duty-free treatment to products jointly produced by Israelis and Jordanians that meet the requirements of US legislation. The Israeli parliament's reconfirmation and American approval of this project are expected in 1998.

The agreement signed between the Israeli and Jordanian governments provides for the creation of a joint committee that will identify businesses whose products are eligible for duty-free treatment and will advise the US Customs Trade Compliance Office of such businesses. Qualifying businesses in the QIZ area must meet, *inter alia*, standards requiring substantial economic cooperation between the two countries. Additional border free trade zones, including the Jordan Gateway Project and the Sahab Industrial Zone, intend to request QIZ designation in the near future.

8. *Marketing and Most Important Markets*

1. Tourists coming from the Arab Gulf countries contribute to about 61% of the total revenues of tourism. Tourists from these countries are well-off and consequently make the highest rate of spending and the longest period of stay.
2. Tourism made by Gulf nationals is a family type activity, as they like to spend summer vacation with their families in countries of fair weather conditions.
3. Tourism for recreational and medical purposes, and to visit relatives is also part of the Gulf tourists' interests.
4. There is a growing demand from European tourists for places with clean environment in addition to the cultural and scientific tourism. In contrast,

the demand is declining for sunny coasts. Europeans make about 17.5% of the total tourists to Jordan.

5. The Americans make about 7% of the total tourists to Jordan.
6. Language and clean environment play a decisive role in defining the movement of tourists from Japan and south-eastern Asian countries. Tourists from these countries make only about 1.6% of the total number of tourists to Jordan.
7. The most important markets for Jordan's tourism are those of Europe, the United States, South-East Asia, as well as the Arab Gulf countries.
8. Jordan's marketing policies have concentrated more on group tourism.
9. Conventional approaches are still adopted in promoting Jordan's touristic sites.
10. Tourism constituents in Jordan lack an effective promotion plan to present their importance at the international level.
11. The traditional objectives (Sun, coasts) are still the main objectives of the promotion campaigns, although demand on them has declined in favor of Eco-tourism, and scientific, cultural, and recreational travels.

Other measures and policies regarding marketing are as follows:

- i- Updating laws and regulations to cope with a special interest tourism which requires the imposition of restrictions on using resources.
- ii- Providing incentives for the private sector to increase its contribution and participation in tourism activities, through offering professional services and infrastructure facilities.
- iii- The establishment of handicraft complexes in the touristic regions.
- iv- Linking the various touristic sites across the country through a modern network of roads and communications.
- v- Continuous preservation and maintenance of touristic sites.
- vi- Improving the quality of the services offered at the touristic sites, and providing the infrastructure needed for sustainable development.
- vii- Effective marketing of Jordan's historic and touristic sites.

Services and Infrastructure

1. Hotels are available at various levels in Amman, Aqaba, and Petra. However, such services are not available in other important touristic areas such as Ajlune and Um Qais.
2. In the years that followed the signing of the peace treaty between Jordan and Israel, many 4-star and 5-star hotels were built.
3. Low rates of occupation in hotels are due to short stay periods (3.9 nights), and one-day visit programmes from Israel.
4. Most touristic sites are linked with the main cities in modern roads. But such roads are needed in some places such as the desert castles.

9. Customs

General

Taxes on imports are the chief source of domestic revenue. All imported goods are subject to custom duty, except those specifically exempted. Rates of duty vary according to the importance of the item to the national economy. Essential commodities and various raw materials attract relatively low rates of duty, while luxury goods attract high rates.

Customs Procedures

Customs procedures in Jordan have historically been a major impediment to free trade. Overlapping areas of authority and excessive signature clearances on paperwork of shipments remain unchanged. Actual commodity appraisal and tariff assessment practices often differ from the written regulations. Discretionary decisions are sometimes made about certain cases that are subject to conflicting instructions and regulations.

It is anticipated that Jordanian customs legislation will be amended in the near future. The amendments provide the Customs Department with more powers regarding violations and confiscation and delegates part of the Minister of Finance's powers to the Director General of the Customs Department.

Under the prevailing Import Tariff Schedules, valid since 1989, a high tariff rate is imposed on luxury goods and on major categories of consumer goods.

On automobiles, the tariff rate ranges from 110 percent to 310 percent. To stimulate export production, import tariffs are low on many raw materials, machinery and semi-finished goods. To secure tariff exemptions, businesses must document that the raw materials to be imported will be used in export production, maintaining at least 40 percent Jordanian value-added content.

The Director General of Customs may grant temporary admission status to certain goods such as heavy machinery and equipment used to implement Government projects or important projects which have obtained Government approval. Foreign construction companies operating alone or with a Jordanian partner can apply for this temporary admission status

10. *Other Related Activities*

Given the importance of tourism to Jordan's economy, a variety of other USAID-funded activities also have an important tourist dimension. For example, water conservation programs target large institutional users such as hotels, with a view toward introducing new water savings devices. The planned expansion of the Aqaba wastewater treatment plant has important implications for the development of environmentally responsible tourism along Jordan's small southern coast. Similarly, several activities in the economic opportunity area directly promote Jordan's tourist industry. These include microfinance programs that provide small loans to entrepreneurs in Aqaba, Petra and elsewhere; business partnership programs that improve management and other skills in Jordan's service industry; the development of a masterplan for Aqaba that envisages a rapid growth in the tourist sector; and reforms in Jordan's trade and investment policy designed to increase investment in all of Jordan's leading economic sectors, including tourism. In addition to USAID's support, other U.S. Government agencies have also provided funding and technical assistance for activities related to tourism. In October 2000, the U.S. Government provided \$100,000 for the World Conservation Union (IUCN) to hold their Conference Amman. With over 2,000 delegates from over 150 countries, this was the largest environmental conference ever held in the Middle East ever and the largest of the year 2000. This assistance – from USAID, the Fish and Wildlife Service, NOAA and the Environmental Hub in Amman – helped promote Jordan as a conference venue as well as promote

eco-tourism opportunities in Jordan. With funding from the World Bank, the U.S. National Park Service assisted the Ministry of Tourism in drafting a Petra Archaeological Park Operating Plan to establish an entity to administer, protect and manage the Petra National Park. In addition, the U.S. Department of Commerce will station a Foreign Commercial Service Officer at the U.S. Embassy Amman in 2001 to promote business relations between the United States and Jordan, including tourism. A four-lane highway from Amman to the Dead Sea was financed; tourist rest houses at Pella and Um-Qais were constructed; and a number of new books on various aspects of Jordan's past, including "The Mosaics of Jordan," "Old Houses of Jordan" and "Holy Sites of Jordan" were published locally. These and other investments continue to pay important dividends years later, as Jordan's tourist industry expands and increasing numbers of local and foreign tourists explore Jordan's scenic landscape and rich historic, cultural, and religious heritage.

Utilization of Land

MOTA participate actively in the formulation of national land use policy, planning and environmental management. Following are the major projects of superstructure, land use and environmental management:

- The International Finance Corporation (IFC) has approved a loan of up to US\$15 million and an equity investment of up to US\$3 million in Zara, a tourism company in Jordan, to develop two hotel-and-business complexes in Amman and the Dead Sea. Suitable steps have been taken to ensure that both projects will be environmentally sustainable and that coastal and water resources at the Dead Sea project will be preserved and protected.

The first project is a 312-room hotel and business complex in Amman, comprising 44 apartments and well-equipped exhibition and conference facilities, which will be managed by Hyatt International. The second project is a wellness center and a 231-room hotel complex on the north-eastern shore of the Dead Sea, combining medical and recreational facilities, which will be managed by Movenpick. The Dead Sea project will be the first hotel of international standard to be built on the Jordanian side of the Dead Sea.

The projects will comply fully with World Bank environmental guidelines. This is particularly critical for the Dead Sea project where environmental protection is key to the success of the wellness center. The Dead Sea complex will serve as a model for future tourism projects. The projects will make a significant contribution to the Jordanian economy in terms of foreign exchange generation, the creation of 600 direct jobs as well as many more indirect jobs, increased activity in the local construction industry, upgrading of local personnel skills at the hotels and additional spending by tourists outside the hotel. "The hotel in Amman would be geared primarily to the business market while the Dead Sea project would capitalize on the unique therapeutic properties of the Dead Sea," Both hotels are expected to benefit from Jordan's growing tourism industry, which attracts local and other foreign leisure guests and taps into a large and growing European health market." The project's sponsor, Zara, was established in 1994 as a public shareholding company. Zara's shareholders include the Cairo-Amman Bank, the second largest commercial bank in Jordan, and a number of financial institutions and Jordanian investors.

IFC, a member of the World Bank Group, is the largest multilateral source of equity and loan financing for private sector projects in developing countries. To date, IFC has invested US\$186 million, including US\$70 million for the account of participants and US\$116 million for its own account, in 10 projects in Jordan.

- Jordan, France sign tourism agreement The French hotel company ACCOR and the Jordan Investment Corporation (JIC) signed an agreement to promote and develop Jordan's tourism sector. "As a result of this agreement Ma'in spa will be marketed by ACCOR which is a private sector hotel company encompassing 2,800 hotels. The terms of the agreement include the formation of a committee of ten people from the private and public sectors in Jordan to learn from French experience the principles of touristic administration. The cooperation agreement between the governments of France and Jordan stipulates commercial and technical assistance in the fields of tourism between the two countries. The visit was upon the invitation of MOTA. "The French receive 68 million tourists a year.

HOTEL PROJECTS IN JORDAN (2001) (Table 5.2)

No.	Name	Class	Rooms	Beds	Empl.	Cost	Loca.	Date
1.	Le Royal Hotel	*****	268	520	1800	93,000,000	Amman	98
2.	Four Seasons	*****	195	390	90	24,375,000	Amman	96
3.	Crown PLAZA	*****	285	500	131	20,850,000	Amman	97
4.	Marriot/Dead Sea	*****	232	464	107	10,000,000	Dead Sea	95
5.	Al-Nawafleh tour.village	*****	105	210	48	10,000,000	Petra	96
6.	Aqaba complex	*****	2100	4200	3150	350,000,000	Aqaba	2000
7.	Um Qais Resort	*****	500	1000	650	90,000,000	Um Qais	2000
8.	Aqaba Hotel	*****	320	640	145	40,000,000	Aqaba	2000
9.	Movenpick / EXT.	*****	134	268	185	10,000,000	Dead Sea	2000
10.	Nabatean Castle	*****	90	180			Petra	2001
11.	Misbah Plaza	****	137	234	63	12,000,000	Amman	96
12.	Lords	***	35	70	25	1,400,000	Aqaba	98
13.	Palmyra	***	119	225	80	7,140,000	Amman	2000
14.	Jordan Valley	***	69	138	35	2,000,000	Shuneh	97
15.	Ghalayeni	***	80	160	37	4,000,000	Amman	96
16.	Rama	***	144	260	66	5,700,000	Amman	97
17.	Everest	***	60	120	28	7,000,000	Amman	98
18.	Barakat	***	150	300	120	6,000,000	Amman	97
19.	Tal-Alruman	**	18	36	40	2,000,000	Salt	2000
20.	Lulu'a	*	20	38	9	1,000,000	Amman	98
21.	Armush	*	44	88	14	700,000	Aqaba	2000
22.	Al Dawek (2)	*	32	60	15	1,200,000	Aqaba	2000
23.	Samiramies	*	35	60	16	700,000	Aqaba	97
24.	Arnon	*	21	42	9	95,000	Madaba	2000
25.	Muemen Su.	B	60	90	30	2,000,000	Amman	99
26.	Sweifiyeh Plaza Apa.	C	20	40	45	2,000,000	Amman	99
27.	Marasem Apar.	B	20	40	10	300,000	Amman	2000
	TOTAL		5289	10373	6948	705,557,550		

This means that Jordan receives during the course of one year what the French receive in four days," "If Jordan attracts one per cent of this market it would be very good," a result of events such as the Jordan Season in Paris last year, there has been an increase of 16 per cent in the number of French tourists to Jordan compared to 1999. It may enhance the development of tourism between the two countries for the promotion of Jordanian tourism. MOTA wants to reactivate relations in the field of training for hotel personnel, tour guides, and the development of archaeological sites," France receives the highest number of tourists every year compared to any other European country "making it number one in tourism." French experience in the development of tourism "could be transferred to Jordan through organizations such as the Jordan Tourism Board," "French-Jordanian relations in tourism have been further enhanced with the launching of direct lines between Amman and Paris through its national airline Air France," attended the soft opening of the Ammoun Hospitality and Tourism College which has been allocated JD800,000 in kind this year from the French government to launch its training program. "The French government will be shouldering the cost of operating this school for the first two years. The school is expected to be in full operation very soon. "A French-Jordanian financial protocol will provide finance for the purchase of kitchen equipment for the school which is expected to train 170 students at one time in its different sections of hotel and tour guide training," In archaeology France has been lending its expertise in the development of tourist sites through research and renovation. The French Institute for Archaeology in the Middle East (EVAPO) deals mainly with research and "this helps the promotion of the sites of Jordan, and to develop projects." To date French experts have worked on sites such as Qusair Amra, Iraq Al Amir, and for the past 15 years French archaeologists have been working in Jerash. It is expected that by the end of this year attempts will be made to rebuild and preserve a Hellenistic Temple there. The French Louvre Museum will be lending technical and financial assistance to this project. The French government had allocated JD131,000 to this project.

- The Jordan valley authority has developed infrastructure and service facilities that provided pilgrims and visitors from around the world access

to the sites where Jesus Christ was Baptized by John the Baptist in Jordan. Recent excavation and surface uncovered more than 20 different ancient sites in Jordan that were used at the time of Jesus and John the Baptist. All necessary protective measures are taken to ensure that the perpetual integrity and sanctity of Bethany beyond the Jordan, so that pilgrim throughout the world can visit the site and reach the Jordan river from the east bank.

- DEIR ALLA, Jordan

Jordan and Israel agreed to cooperate in promoting their tourist treasures, from the coral reefs of Aqaba and the red rock ruins of Petra to the holy sites of Jerusalem. The accord was the first of several dozen civil and economic pacts.

Tourism is a key source of revenue for both countries. Biblical sites attract more than 2 million visitors to Israel and about 500,000 to Jordan each year. An increase of tourism to the entire region will be the best contribution to stability."

A separate transport agreement is also signed. It will let Israeli and Jordanian vehicles enter each other's territories and promote cooperation between their national airlines Royal Jordanian and El Al Israel Airlines.

Egyptian, Israeli, Jordanian and American officials decided to set up a U.S.-financed fish farm in the Red Sea. The farm would be designed to protect the coral reefs of Aqaba, a key tourist attraction in southern Jordan.

- Legislative measures-Environmental Law

Jordan is a signatory to several environmental treaties, among which are the following:

The 1973 Washington Convention on International Trade in Endangered Species of Wild Fauna and Flora. The objective of this convention is to protect certain endangered species from over exploitation via a system of import/export permits. Jordan became a signatory on November 4, 1980.

The 1973 International Convention for the Prevention of Pollution from Ships. The objectives of this convention is to preserve the marine environment by achieving the complete elimination of intentional pollution by oil and other

harmful substances and the minimization of accidental discharge of such substances. Jordan became a signatory on March 17, 1975.

The 1951 International Plant Protection Convention. The objective is to maintain and increase cooperation in controlling pests and diseases of plants and plant products, and in preventing their introduction and spread across national boundaries. Jordan became a signatory on April 24, 1970.

The 1972 Convention on the Prohibition of the Development, Production, and Stockpiling of Bacteriological (Biological) and Toxic Weapons, and on Their Destruction. The objective of this convention is to eliminate and to prohibit the development of biological weapons, as a step towards general disarmament for the sake of all mankind. Jordan became a signatory on June 27, 1975.

Other Rules and Regulations for governing Tourism in Jordan

Licensing requirements for tourists professions given by MOTA

Tour Guide Licensing Requirements

Applicant must be a Jordanian national and at least 20 years old.

1. Applicant must not have been convicted of any felon or crime.
2. Applicant must be a university graduate or a holder of a degree from an intermediate college in a related subject.
3. Applicant must have passed the English proficiency test and must have satisfactory general information about tourism related issues.
4. Applicant must have passed the Ministry of Tourism's required tests at the end of the training courses organized by the said ministry.
5. Applicant must be a full time tour guide and must not practice any other profession, including trading or acting as middle-man in any business interaction.

Restaurants and Coffee Shops Licensing Regulations

**** Requirements***

1. A minimum of JD 30,000 as venture capital registered at the Ministry of Trade and Industry.
2. A certificate of registration of the trade name from the Ministry of Trade and Industry and a trade mark if any.

3. Documents certifying that neither the owner of the outlet nor his employees have been previously convicted.
4. A copy of the outlet ownership document, or the lease contract together with the ownership document.
5. A plan of the lot on which the outlet is erected issued by the Land and Survey Department.
6. A regulatory approval issued by the relevant authorities, (Municipality or local government).
7. An architectural plan showing all the dimensions and components of the outlet.
8. Approval by the Civil Defense to receive clients at the outlet.

*** Procedures**

1. Applicant must submit a written request for the grading of the outlet.
2. Relevant authorities are approached in view of the petition that has been presented by the outlet owner in the case a grading has not been obtained.
3. Once all the approvals and requirements are readily available and the outlet has been fully furnished, the owner must submit a request, in writing, for a physical inspection of the outlet by this Ministry/ Restaurants Section.
4. The applicant is issued a license and a grading following the approval of the Tourism Committee and of the Minister of Tourism and Antiquities.

Licensing Procedures of Hotel and Tourist Establishments

1. Applicant must be a Jordanian national and at least 20 years old.
 - Application form.
 - Registration deed (land ownership) or certified lease contract.
 - Land site plan issued by municipality or any concerned authority.
 - Land layout issued by Department of Land and Survey.
 - Land layout issued by Department of Land and Survey.
 - Approval of the municipality or any concerned authority on

project establishment.

- Conceptual and architectural project drawings to match with the required classification (grading) in accordance with recognized specifications.
 - A statement by owner that he has knowledge of the tourism climate in Jordan and the regulations and specifications of hotel establishment in Jordan in effect during 1997.
 - Environmental impact assessment for the project (EIA).
2. After submission of the above listed documents for the project site, a technical committee from the ministry and the hotels association make a visit to the site. The technical report prepared by the technical committee is presented to the tourism committee for obtaining the preliminary approval for establishing the project
 3. A letter is sent to the applicant informing him/her of the decision taken by the minister on the basis of the committee recommendations. The applicant is given a two-year period for the construction of the project. The two-year period may be postponed to two more years.

Handicraft shops Licensing Regulations

Applicant must submit a written request to obtain Handicraft Shop License along with the following documents:

- A copy of his/her passport, or an official identity card.
 - A certificate of good conduct issued by the relevant authorities.
 - An ownership document or a lease of the premises where the handicrafts shop will be opened.
1. The Minister, upon the revision of the application by the specialized committee, will issue a tentative approval for the duration of three months to allow the applicant time to prepare the shop requirements.
 2. Applicant must register the business at the Ministry of Trade and Industry.

3. Applicant must register the business at the Ministry of Trade and Industry.
4. Applicant is issued a license of a particular grade following a physical inspection of the outlet, and a review of the capital, the location and the space area.
5. Applicant must be a member in the handicrafts shop owners association.
6. Applicant must fill in the license request form at the Ministry of Tourism and Antiquities and must pay all the legal fees in accordance with the following grades, after submitting a bank guarantee subject to yearly renewal:

Grade (JD)	Fees (JD)	10% Additional tax (JD)	50% University tax (JD)	Bank Guarantee
A	25	2.500	12.500	500
B	20	2.500	10.000	400
C	15	1.500	07.500	300
D	05	0.500	02.500	100

Travel Agencies Licensing Regulations

**** First***

- Applicant must be a Jordanian national.
- Applicant for license must submit a certificate of good conduct, stating that he/she has not been convicted with a felon or false bankruptcy.
- Applicant must enclose in the application form the name of the chosen technical manager along with the latter's certificate of good conduct, in addition to a foreign language competency certificate. The chosen manager must sign a contract with the Agency owner valid for at least one year.

**** Second***

- Applicant must present a valid lease contract of the premises, stating it will be used for travel and tourism activity.
- The office space should not be less than 24 square meters and should have all public safety requirements in addition to water installations.

*** Third**

- Venture capital registered at the Ministry of Trade and Industry must not be less than JD50.000.

*** Fourth**

- Applicant must submit a bank guarantee to the value of JD25.000. In the case of commencement of tour operations by the agency, the applicant must submit an additional yearly bank guarantee to the value of JD25.000 to the Minister of Tourism.

*** Fifth**

- Applicant must become a member in the Jordanian Tour Operators Association.

*** Sixth**

- Five Jordanian employees, including the manager, must be appointed at the agency, two of whom must have attended specialized training courses in Reservations, sales and marketing, and must have at least one foreign language certificate from an accredited center.
- The Ministry of Tourism must be presented with a certificate of good conduct for each staff member.

*** Seventh**

- A door sign, stamps and stationary indicating the name of the agency must be provided.

*** Eighth**

- An application form, prepared for the above mentioned purpose, must be filled out and all required fees, JD160, must be paid in full.

Tourism Transport Company Registration

1. A petition to register a tourism transport company is submitted to the Minister of Tourism in accordance with the following regulations:
 - The company must have, in its ownership, not less than 50 tourist buses, in an excellent technical condition, and not older than one year on the date the first licensing takes place.
 - The company must ensure special parking lots for the buses with the approval of the relevant official parties.

- The company must ensure offices for administrative staff, reception and transit halls, all equipped with seats and sanitary facilities in addition to other public safety and communication requirements.
 - The company must ensure a sufficient number of staff, including administrative and technical people and a manager.
 - The company must ensure a yearly letter of credit to the value of 200,000 submitted to the Minister of Tourism, in order to guarantee that all licensing regulations have been fulfilled. The Higher Tourism Council may reconsider the value of the letter of credit whenever deemed necessary.
2. Attached to the application must be a Ministry of Trade and Industry registration certificate with a capital of JOD10 million.
 3. All documents are presented to a committee specialized in tourism transport.
 4. The specialized committee presents its recommendations to the Higher Tourism Committee, chaired by the ministry's secretary general for approval.
 5. Approval is given for 6 months, during which time the buses, parking lots and offices are made ready. The approval is extended for another six months in case the requirements were not ready.
 6. After all the requirements have been implemented, licensing is issued to the company.

Employment

Tourism is a labour intensive industry that has high job multipliers, and the potential to create direct and indirect job opportunities. Here we will discuss the employment potentials of tourism in Jordan. From the (table 5-1) it is clear that, there are about 23 thousand people working directly in the field of tourism in Jordan, involved in various tourism activities. We can notice from the (table 5-1) that the number of labourers in this sector increased from 8105 in 1993, to 15,196 in 1996, and reached 20557 labourers in 1999.

This considerable increase is justified in view of the boom the sector witnessed in the period 1994-1995. This was because of increase in the numbers of tourists who visited Jordan, especially from Israel due to conclusion peace treaty signed between Jordan and Israel, there is also a Surge in investments in tourism sector especially in the construction of new hotels, Hotels account for about 40% of the total labourers in tourism industry. Such hotels are mainly found in Amman, Aqaba and Petra. Restaurants come in the 2nd place accounting for 25% of the entire labour force in the field. The rest of the labour force is distributed among other tourism activities such as travel agencies, car rental, enterprises, transport companies, and handicraft shops, and other mentioned in the (table5- 1). Hence we can conclude that tourism provided in 1998 about 20557 direct job opportunities in addition to about 50-70 thousands indirect opportunities while in 2001 22864 direct job opportunities.

EMPLOYMENT IN TOURIST ACTIVITIES IN JORDAN DURING 1991 - 2001 (Table 5.3)

Particulars	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Classified Hotels	5,880	5,999	4,936	5,033	5,757	6,381	7,299	7,941	8,813	9,232	10,893
Unclassified Hotels	374	399	444	462	534	566	516	569	565	553	553
Travel Agencies	1,059	1,264	1,365	1,478	1,658	1,758	1,950	1,970	2,758	2,779	2,786
Rent-A-Car CO's	170	200	250	400	600	823	1,128	1,150	1,140	1,140	1,140
Tourist Shops	212	220	250	300	335	318	345	346	356	356	356
Tourist Guides	157	192	240	317	414	618	587	628	700	685	680
Horses Guides	391	386	385	387	387	387	388	388	388	388	388
Tourist Transp. Comp.	210	208	235	275	380	505	385	558	558	558	5587
Tourist Restaurants				2,500	3,000	3,840	3,840	4,000	5,091	5,624	5,310
Rum									200	200	200
Total	8,453	8,868	8,105	11,152	13,065	15,196	16,438	17,550	20,569	21,515	22,864

Source: Ministry of Tourism/Statistic Dept. 2001

SWOT Analysis of Tourism Management in Jordan

A straight forward technique commonly used in management is known as a SWOT analysis, which stands for strengths, weaknesses, opportunities and threats. It lends it self well to tourism development and management.¹⁶ Now let us highlight those important points in Tourism management in Jordan.

Strengths

The strengths describe those parts of the operation which contribute notably to the success of tourism sector. For example, strengths might consist of well trained staff, a variety of tourist attractions, a good airport with spare capacity, a well developed road system, friendly people, good three and four star hotels, excellent produce, reasonable and competitive prices and unspoiled environment item. ^(R)

But regarding Jordanian case in particular the strengths are the following Royal family as the head of state, product diversity, the location, the well trained staff (professionalism), good climate, friendly people, rich in heritage and culture, geographic diversity, save and secure country, excellent infrastructures, holy sites, accessibility and proximity, quality of accommodation facilities and services.

Weaknesses

Weaknesses represent the other side of the coin; they are those characteristics of the tourism sector which detract from the quality of the product or hurt marketing efforts. Weaknesses have to be seen from the customer's viewpoint. For example, museums closed without reason, poor food, slow service, and interrupted electricity supply, bad telecommunications, a shortage of water, lack of clean beaches, insufficient recreational facilities, or rude immigration officer, etc. But in Jordan we can say that the weaknesses are the following, unqualified staff, levels of services, low general awareness of the destination, lack of brand identity minimal inclusion of Jordan within tour operators catalogue, no beach product, lack of airline seats vs hotel rooms, stop over on available sectors, high visa charges, lack of facilities on tourist sites,

insufficient promotional campaigns, lack of domestic tourism, weak organizational structure of a JTB, inadequate training facilities.

Opportunities

Having analyzed the market and the product, it should be possible to identify those opportunities which can lead to substantial improvements and expansion, as well as the development of major new demand. Various changes and trends may open up a variety of new opportunities, recent political changes at home or in major markets, economic trends, social trends, opportunities opened up by new technology, new decisions on the environment; and the business climate of investment, in Jordan in particular we can notice the following :

To create awareness on the different touristic opportunities, attract more airlift capacity, presence of JTBs overseas representations, promote the convention and incentive market, capitalize on the new trend travel trends (culture, spa health and adventure) exploit short breaks and weekends holiday potential and e.commerce growth.

Threats

Threats are any trends, event or factors which could effect the future of tourism in a negative way. Such threats might comprise, for example, negative social attitudes, deteriorating air transportation services, the growing pollution of the sea or a river, various supply shortages, the loss of key staff,. Changes in foreign exchange rates and new competitors, or future inadequacies in the water supply. Etc. In Jordan we can notice the following threats; political instability in the region, strong regional competitors investing in the market, strength of US\$ against the European Currencies, greater product awareness in the retail trade of Israel and Egypt, immature private sector with no clear vision, shifting local habits (especially with local communities) and loss of culture (too much commercialize) and exploitation of nature.

A SWOT analysis can provide inputs for tourism development planning and management process in Jordan.

Statistical Analysis of Tourism Development of Jordan since 1991

Tourism and its role in economy depends mainly only availability of basic tourist facilities and services, such as accommodation, transportation, catering and other back-up services.

Tourism market vary in term of their competitiveness and availability to attract tourists, this depend mainly to the extent these services meet the needs of tourists of different ages and the requirements of the targeted tourists. These are important and decisive factors in competition at the world level. In our statistical study we have tried to analyze the role of MOTA in providing tourism facilities and services in Jordan and the possibility to developing them. We have studied the trend of development and progress of different tourism activities in Jordan from 1991 - 2001 and try to analyze the impact. We have studied the trend by fitting straight line method which is as follows:

Fitting of A Straight (Trend) Line

To fit a straight line

$$Y = a + bX \quad (1)$$

to a set of n points (x_i, y_i) , $i=1,2,3,\dots,n$. Equation (1) represents a family of straight lines for different values of the arbitrary constants 'a' and 'b'. The problem is to determine 'a' and 'b' so that the line (1) is the line of best fit.

According to the principle of least squares, we have to determine a and b so that

$$E = \sum_{i=1}^n (y_i - a - bx_i)^2 \text{ is minimum.}$$

From the principle of maxima and minima, the partial derivative of E, with respect to a and b should vanish separately, i.e.,

$$\begin{aligned} \frac{\delta E}{\delta a} &= 0 = -2 \sum_{i=1}^n (y_i - a - bx_i) \\ \Rightarrow \sum_{i=1}^n y_i &= na + b \sum_{i=1}^n x_i \end{aligned} \quad (2)$$

and

$$\frac{\delta E}{\delta b} = -2 \sum_{i=1}^n x_i (y_i - a - bx_i)$$

$$\Rightarrow \sum_{i=1}^n x_i y_i = a \sum_{i=1}^n x_i + b \sum_{i=1}^n x_i^2 \quad (3)$$

Equation (2) and (3) are known as the normal equation for estimating a and b.

All the quantities $\sum_{i=1}^n x_i, \sum_{i=1}^n x_i^2, \sum_{i=1}^n y_i, \sum_{i=1}^n x_i y_i$ can be obtained from the given set of points $(x_i, y_i); i=0,1,2,3,\dots,n$ and the equation (2) and (3) can be solved for a and b. With the values of a and b so obtained equation (1) is the line of best fit to the given set of points.

Example – Fit a straight line to the following data:-

X: 1 2 3 4 6 8
Y: 2.4 3 3.6 4 5 6

Solution – Let the line be $Y = a + bX$.

	X	Y	X^2	XY
	1	2.2	1	2.4
	2	3.0	4	6.0
	3	3.6	9	10.8
	4	4.0	16	16.0
	6	5.0	36	30.0
	8	6.0	64	48.0
Total	24	24	130	113.2

Using the normal equations (2) and (3), we get

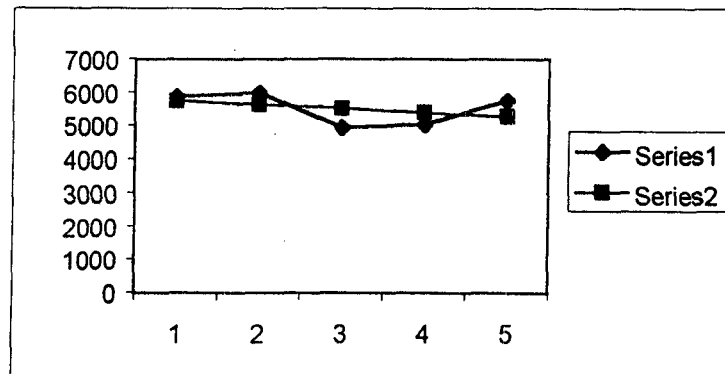
$$24 = 6a + 24b \text{ and } 113.2 = 24a + 130b.$$

Solving these equations, we get $a=1.976$ and $b=0.506$. Thus the best fit line or trend line is given as $Y=1.976+0.506X$.

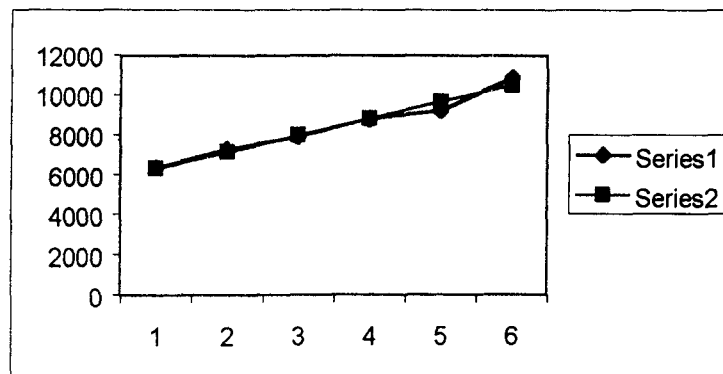
**EMPLOYMENT IN TOURIST ACTIVITIES DURING THE
PERIOD 1991-2001**

Employment in Classified Hotels

Year	Tabulated values	Calculated values
1991	5880	5763.4
1992	5999	5634.2
1993	4936	5521
1994	5033	5521
1995	5757	5278.6



Year	Tabulated values	Calculated values
1996	6381	6339.62
1997	7299	7174.51
1998	7941	8009.4
1999	8813	8844.29
2000	9232	9679.18
2001	10893	10514.07



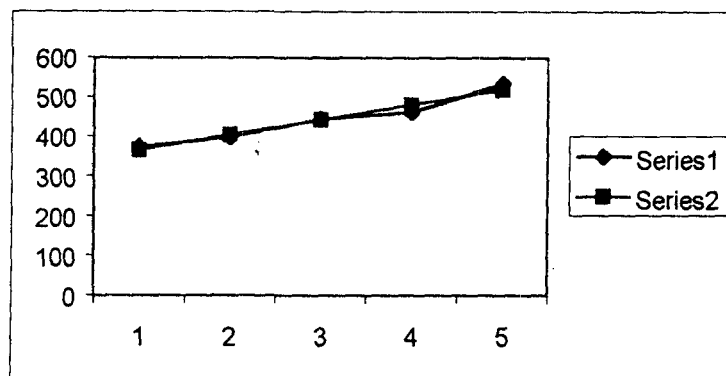
For the first five years (1991-1995), the graph shows a downward trend but for the last six years (1996-2001) it shows an upward trend. It means that employment in classified hotels first decreased and then increased.

(Fig. 5.6)

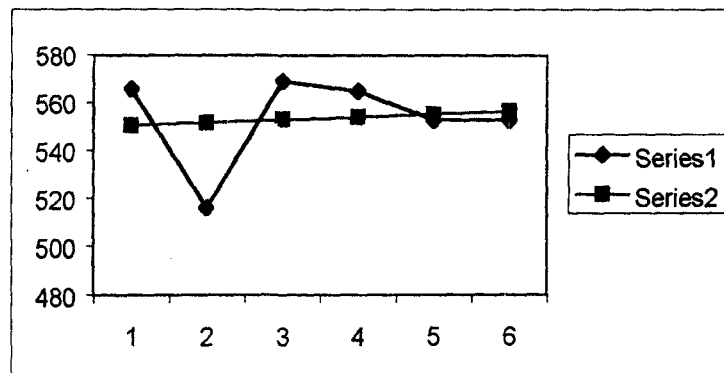
TOURIST STATISTICS DURING THE PERIOD 1991-2001

Employment in Unclassified Hotels

Year	Tabulated values	Calculated values
1991	374	366
1992	399	404.3
1993	444	442.6
1994	462	480.9
1995	534	519.2



Year	Tabulated values	Calculated Values
1996	566	550.67
1997	516	551.87
1998	569	553.07
1999	565	554.27
2000	553	555.47
2001	553	556.67

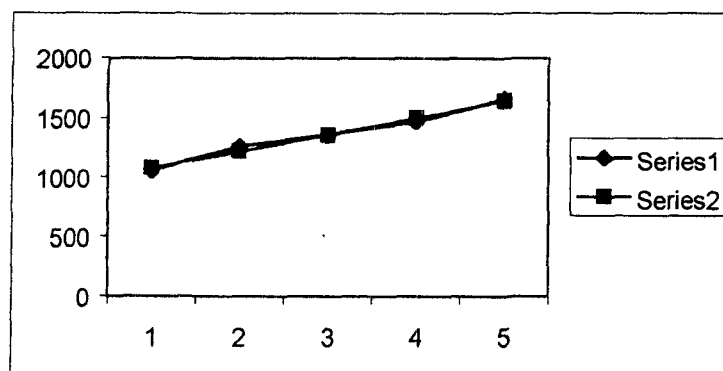


The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last years. For the last six years the increment is almost constant.

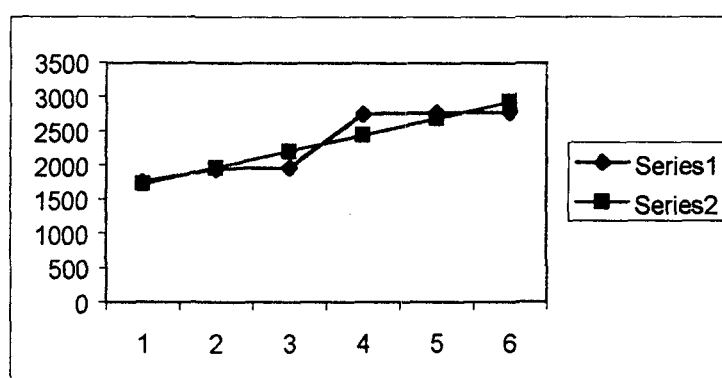
(Fig. 5.7)

Employment in Travel Agencies

Year	Tabulated values	Calculated values
1991	1059	1082.4
1992	1264	1223.6
1993	1365	1364.8
1994	1478	1506
1995	1658	1647.2



Year	Tabulated values	Calculated values
1996	1758	1732.43
1997	1950	1972.86
1998	1970	2213.29
1999	2758	2453.72
2000	2779	2694.15
2001	2786	2934.58

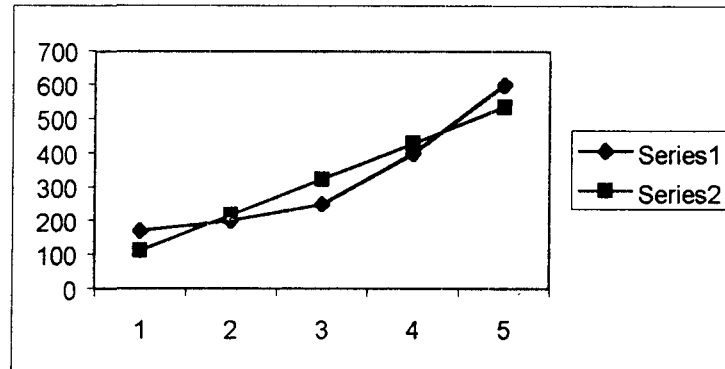


For both intervals the graph is showing the same trend i.e. increment. But for the last six years the increment have higher rate than the first five years.

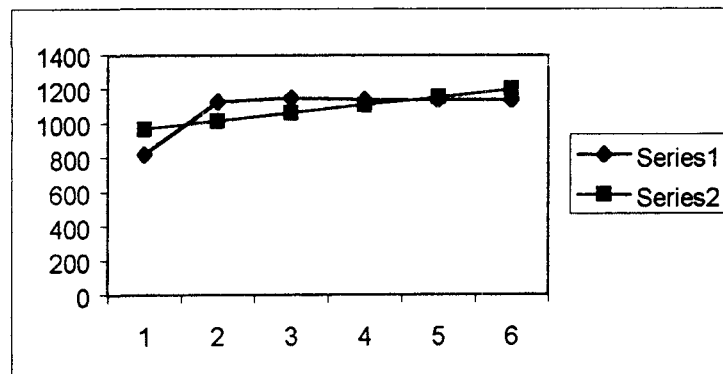
(Fig. 5.8)

Employment in Rent-A-Car Co's.

Year	Tabulated values	Calculated values
1991	170	112
1992	200	218
1993	250	324
1994	400	430
1995	600	536



Year	Tabulated values	Calculated values
1996	823	971.76
1997	1128	1017.79
1998	1150	1063.82
1999	1140	1109.85
2000	1140	1155.88
2001	1140	1201.91

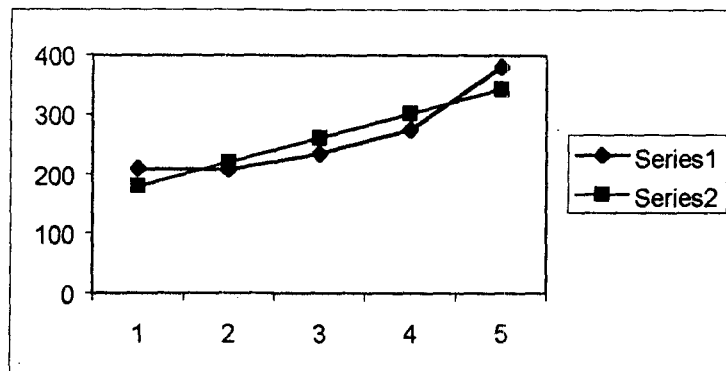


For both intervals the graph is showing the same trend i.e. increment. But for the last six years the increment have higher rate than the first five years.

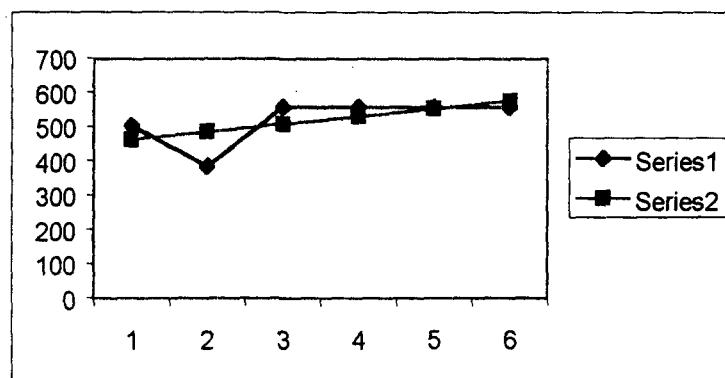
(Fig. 5.9)

Employment in Tourist Transp. Comp.

Year	Tabulated values	Calculated values
1991	210	180.2
1992	208	220.9
1993	235	261.6
1994	275	302.3
1995	380	343



Year	Tabulated values	Calculated values
1996	505	464.33
1997	385	486.73
1998	558	509.13
1999	558	531.53
2000	558	553.93
2001	558	576.33

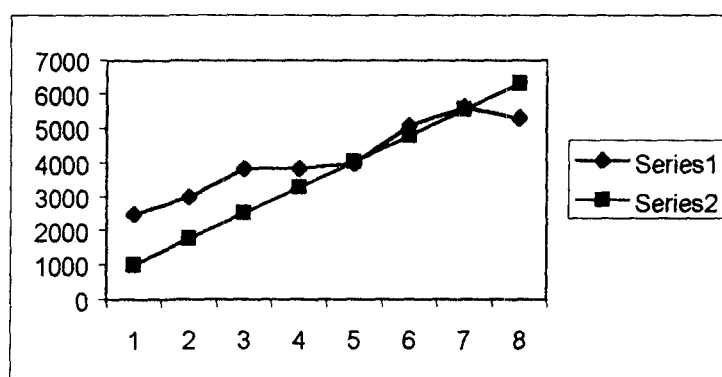


The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last years.

(Fig. 5.13)

Employment in Tourist Restaurants

Year	Calculated values	Tabulated values
1994	2500	1021.5
1995	3000	1778.4
1996	3840	2535.29
1997	3840	3292.18
1998	4000	4049.07
1999	5091	4805.96
2000	5624	5562.85
2001	5310	6319.74

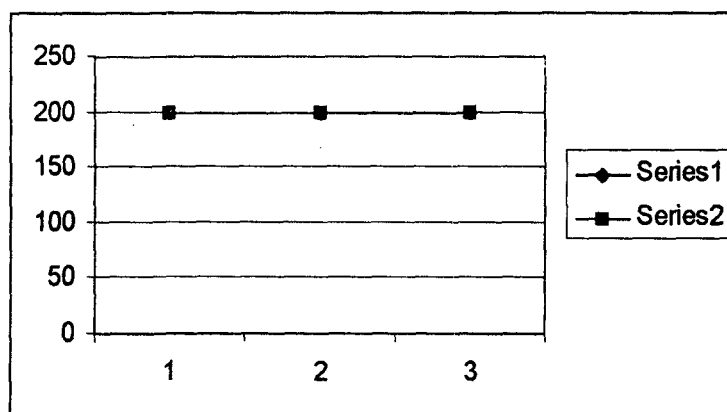


The graph shows an upward trend with a very high rate. The employment in tourist restaurant increased with a high rate.

(Fig. 5.14)

Employment in Rum

Year	Tabulated values	Calculated values
1999	200	200
2000	200	200
2001	200	200

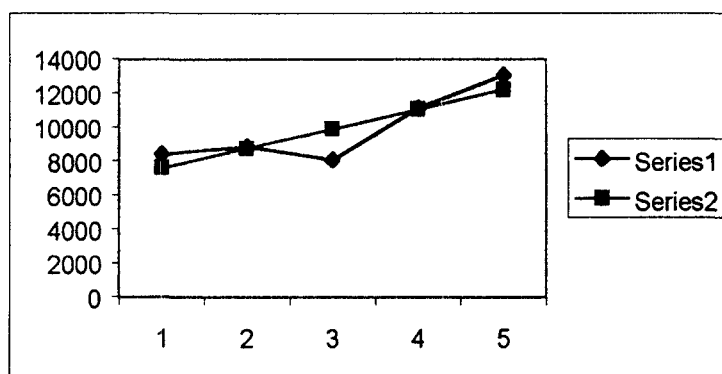


The graph shows that the employment in rum is constant.

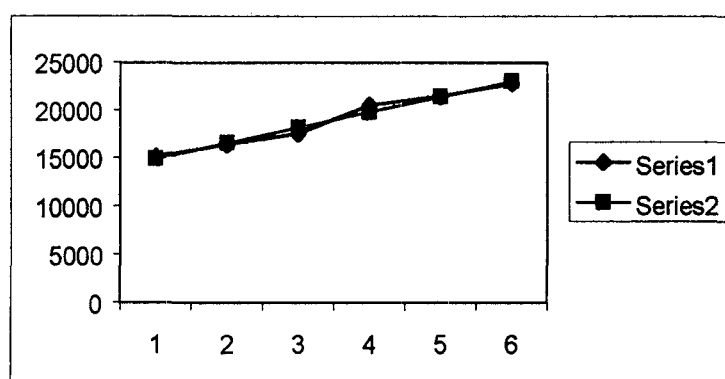
(Fig. 5.15)

Total Employment in Tourism Activities

Year	Tabulated values	Calculated values
1991	8453	7627
1992	8868	8777.8
1993	8105	9928.6
1994	11152	11079.4
1995	13065	12230.2



Year	Tabulated values	Calculated values
1996	15196	14979.86
1997	16438	16596.72
1998	17550	18213.58
1999	20569	19830.44
2000	21515	21447.3
2001	22864	23064.16



The graph shows an upward trend for both intervals. For the last six years it have a higher rate than for the first five years. Thus the total statistics shows that the overall employment increased in the years 1991-2001.

Source: MOTA/Statistic Department

(Fig. 5.16)

Tourist Activities and Backup Services

Tourism and its role in economy depend mainly on the availability basic tourist facilities and services, such as, accommodation, catering, transportation and other backup services. Integrity of these services imperative to enhance tourism activities and their contribution to the economy. The following tables and analysis discusses above the availability of tourism facilities and services in Jordan, whether these facilities increasing or decreasing and their role to attract tourists to Jordan.

TOURIST ARRIVALS TO JORDAN DURING THE PERIOD 1991 - 2001 (Table 5.4)

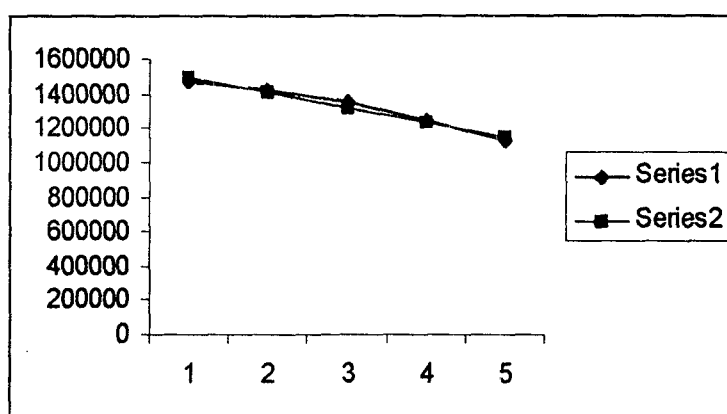
	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991
439,481	669,262	774,871	857,610	1,073,549	1,102,752	1,127,028	1,256,428	1,357,822	1,426,879	1,477,697

TOURIST RECEIPTS TO JORDAN DURING THE PERIOD 1991-2001

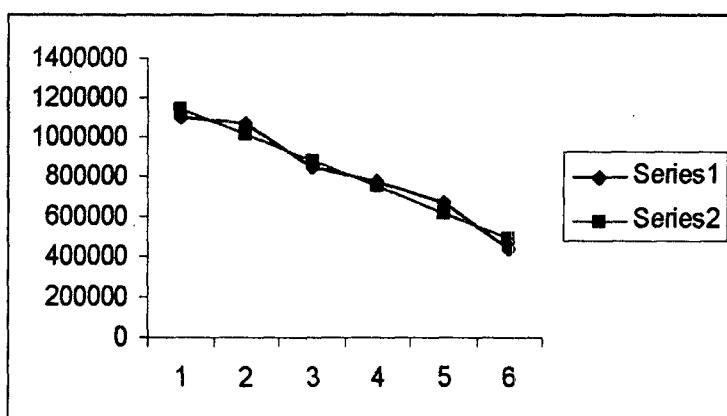
YEAR	RECEIPTS IN JD.	EXPENDITURES PAYMENTS	% CHANGE RECEIPTS	G.D.P AT MARKET PRICES	%OF TOURIST RECEIPTS TO G.D.P
1991	216.00	191.90	-36.43%	2.855.1	7.57%
1992	314.30	238.10	45.51%	3.648.2	8.62%
1993	390.20	239.10	24.15%	3.925.6	9.94%
1994	406.40	275.30	4.12%	4.400.0	9.24%
1995	462.50	297.80	13.80%	4.773.6	9.69%
1996	527.20	270.40	14%	4.912.2	10.73%
1997	548.80	282.20	4.10%	5.137.6	10.68%
1998	548.50	250.40	-0.05%	5.609.8	9.78%
1999	564.00	251.90	2.77%	5.767.3	9.78%
2000	512.40	274.30	-9.15%	5.992.1	8.55%
2001	496.10	297.80	-3.18%	6.258.8	7.93%

TOURIST ARRIVALS TO JORDAN DURING THE PERIOD 1991-2001

Year	Tabulated value	Calculated value
1991	1477697	1503529
1992	1426879	1416350
1993	1357822	1329171
1994	1256428	1241992
1995	1127028	1154813



Year	Tabulated value	Calculated value
1996	1102752	1149013
1997	1073549	1017243
1998	857610	885472.6
1999	774871	753702.4
2000	669262	621932.3
2001	439481	490162.2

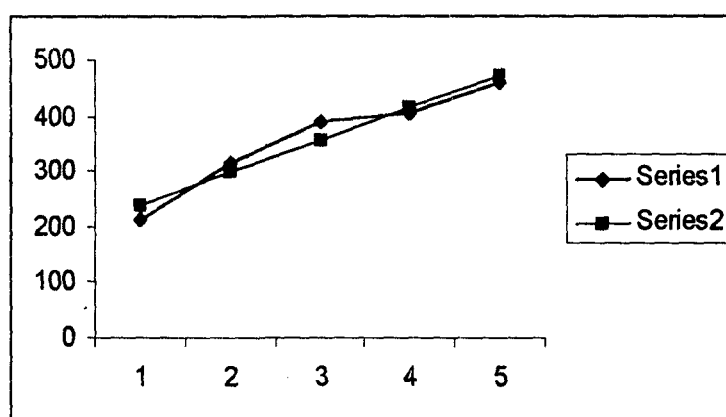


The graphs show the downward trend, i.e. the tourist arrivals to Jordan is decreased in the session from 1991-2001. But In the session 1996-2001 it is decreasing with a higher rate than in 1991-1996.

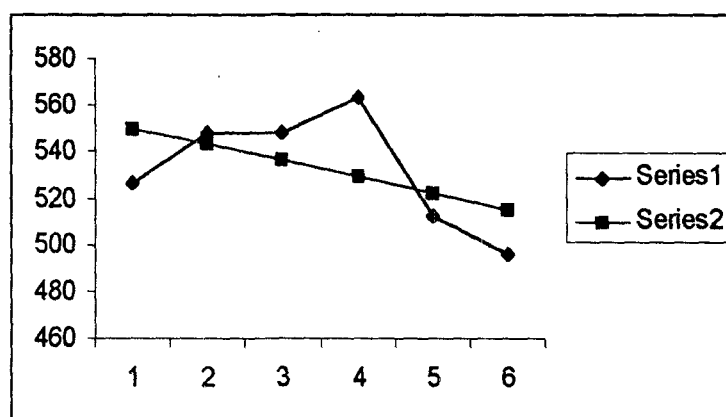
(Fig. 5.17)

**TOURIST RECEIPTS TO JORDAN DURING THE
PERIOD 1991-2001.**

Year	Tabulated Value	Calculated value
1991	216	240.86
1992	314.3	299.37
1993	390.2	357.88
1994	406.4	416.39
1995	462.5	474.90



Year	Tabulated value	Calculated value
1996	527.2	550.61
1997	548.8	543.51
1998	548.5	536.40
1999	564.0	529.30
2000	512.4	522.19
2001	496.09	515.09



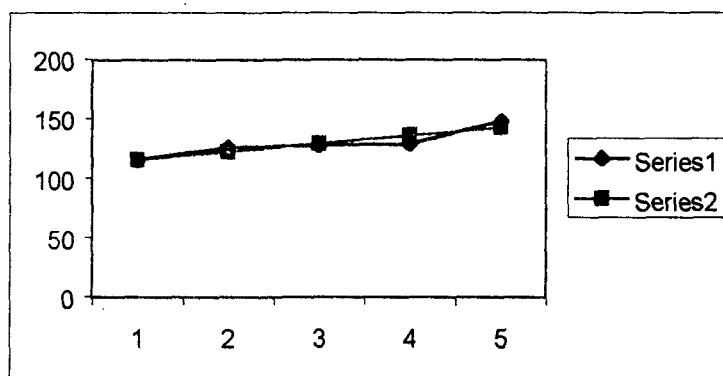
The graphs show an upward trend in the session 1991-1995 but a downward trend in the session 1996-2001. It means that the tourist receipts first increased and then decreased.

(Fig. 5.18)

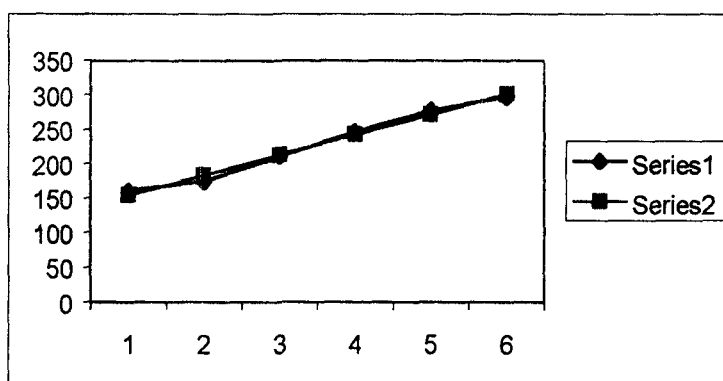
TOURIST STATISTICS FOR THE PERIOD 1991-2001

No. of Classified Hotels

Year	Tabulated values	Calculated values
1991	116	116
1992	126	122.7
1993	128	129.4
1994	129	136.1
1995	148	142.8



Year	Tabulated values	Calculated values
1996	161	154.76
1997	175	184.19
1998	211	213.62
1999	247	243.05
2000	278	272.48
2001	298	301.91

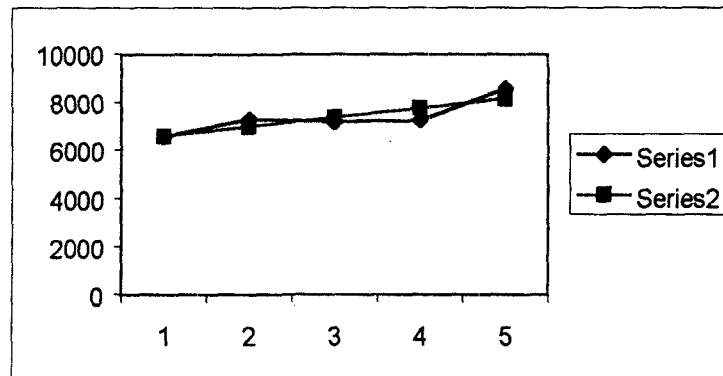


For both intervals the graph is showing the same trend i.e. increment. But for the last six years the increment have higher rate than the first five years.

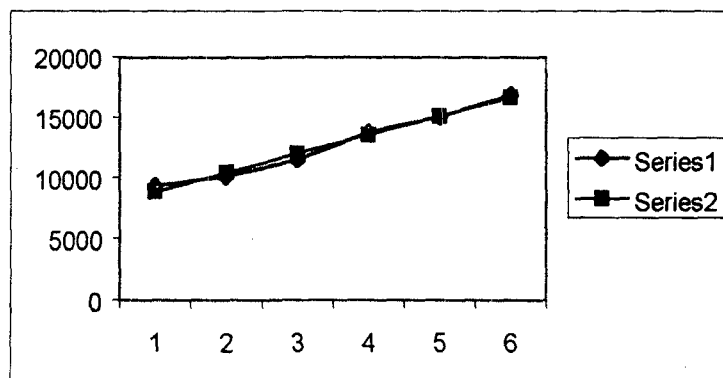
(Fig. 5.19)

No. of Unclassified Hotels Rooms

Year	Tabulated values	Calculated values
1991	6594	6598.4
1992	7296	6987.6
1993	7185	7376.8
1994	7250	7766
1995	8585	8155.2



Year	Tabulated values	Calculated values
1996	9406	8912.29
1997	10147	10468.58
1998	11513	12024.87
1999	13781	13581.16
2000	15091	15137.45
2001	16880	16693.74

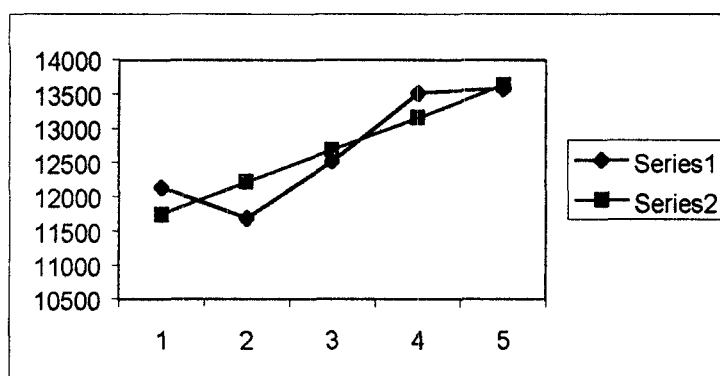


For both intervals the graph is showing the same trend i.e. increment. But for the last six years the increment have higher rate than the first five years.

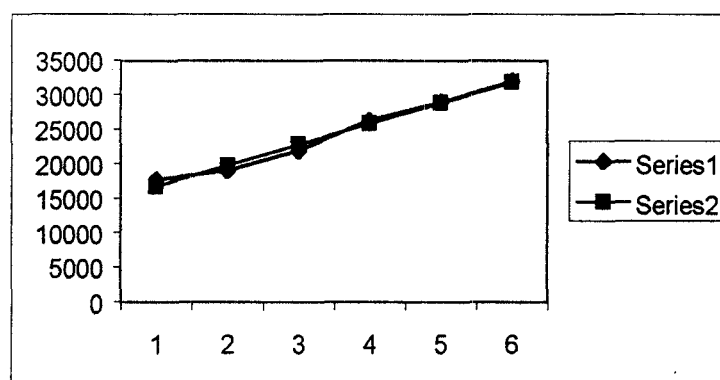
(Fig. 5.20)

No. of Classified Hotels Beds

Year	Tabulated values	Calculated values
1991	12141	11751
1992	11695	12222
1993	12526	12694
1994	13520	13165
1995	13586	13637



Year	Tabulated values	Calculated values
1996	17756	16819
1997	19074	19830
1998	21941	22840
1999	26295	25850
2000	29002	28860
2001	32001	31871

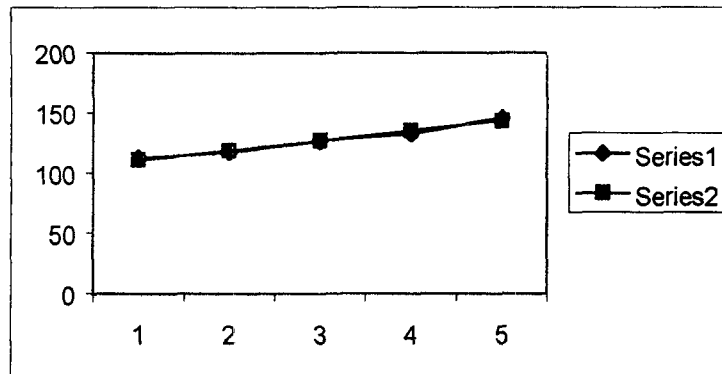


For both intervals the graph is showing the same trend i.e. increment. But for the last six years the increment have higher rate than the first five years.

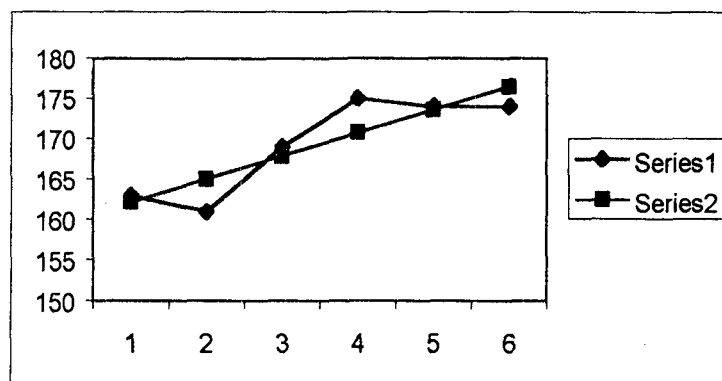
(Fig. 5.21)

No. of Unclassified Hotels

Year	Tabulated values	Calculated values
1991	113	111.2
1992	118	119.3
1993	127	127.4
1994	133	135.5
1995	146	143.6



Year	Tabulated values	Calculated values
1996	163	162.19
1997	161	165.05
1998	169	167.91
1999	175	170.77
2000	174	173.63
2001	174	176.49

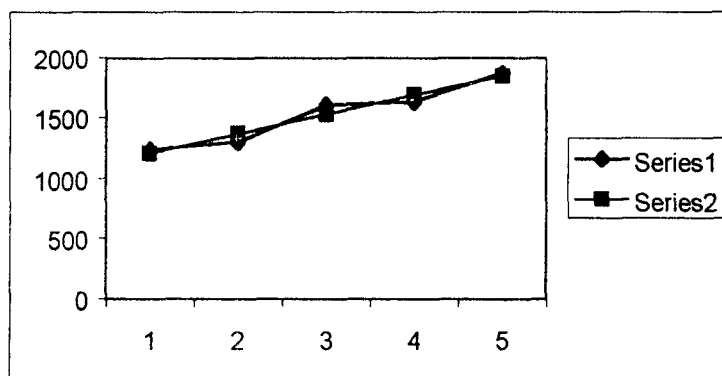


The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the six last years.

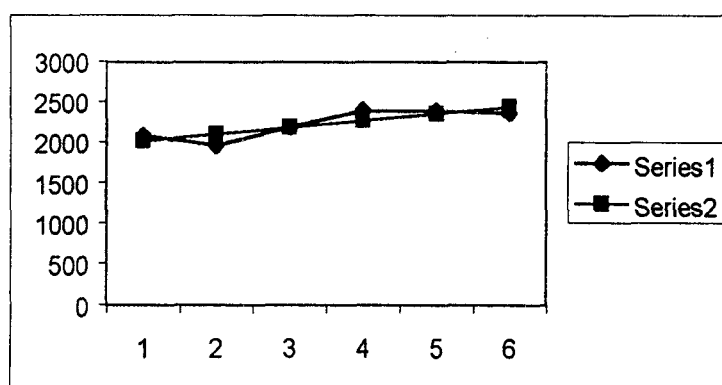
(Fig. 5.22)

No. of Unclassified Hotels Rooms

Year	Tabulated values	Calculated values
1991	1243	1214.2
1992	1304	1372.5
1993	1605	1530.8
1994	1631	1689.2
1995	1871	1847.4



Year	Tabulated values	Calculated values
1996	2087	2026
1997	1962	2109
1998	2191	2192
1999	2400	2275
2000	2394	2358
2001	2367	2441

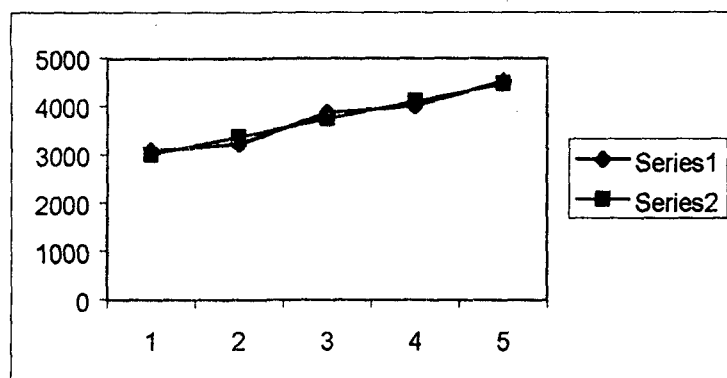


The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the six last years.

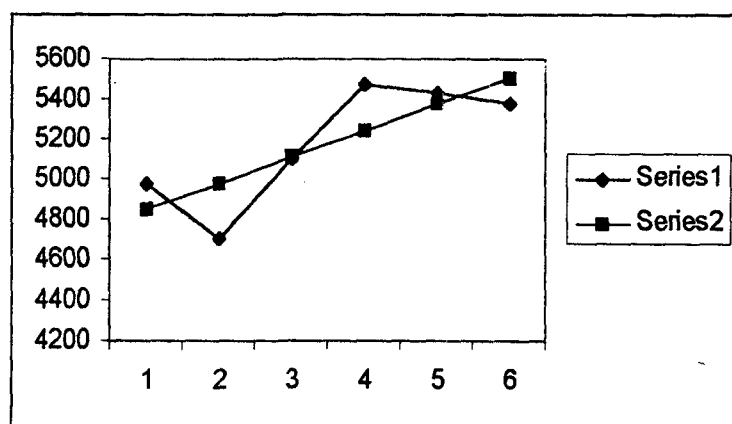
(Fig. 5.23)

No. of Unclassified Hotels Beds

Year	Tabulated values	Calculated values
1991	3099	3025.2
1992	3236	3387.5
1993	3877	3749.8
1994	4017	4112.2
1995	4520	4474.4



Year	Tabulated values	Calculated values
1996	4979	4852.91
1997	4703	4983.48
1998	5109	5114.05
1999	5470	5244.62
2000	5431	5375.19
2001	5384	5505.76

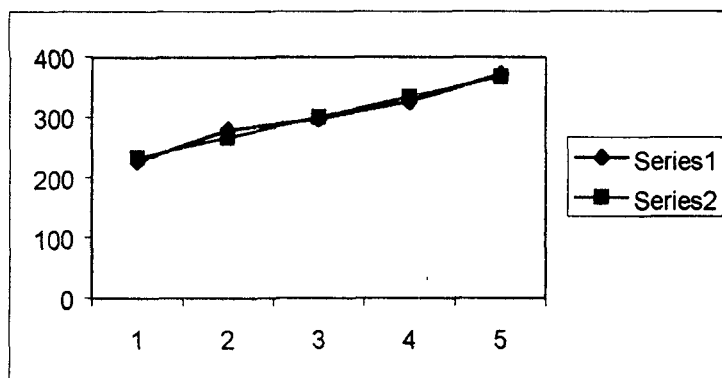


The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last six years.

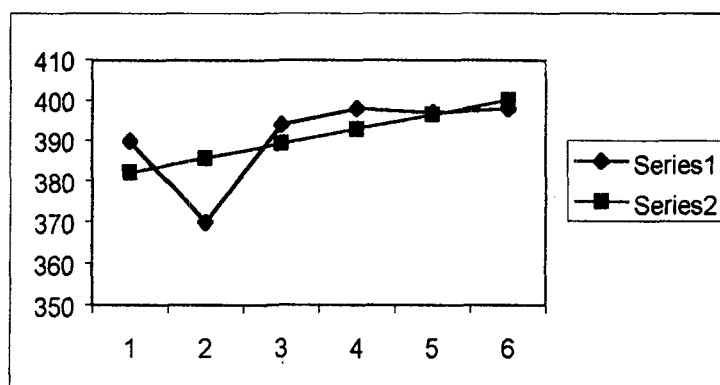
(Fig. 5.24)

No. of Travel Agencies

Year	Tabulated values	Calculated values
1991	228	234.2
1992	280	267.4
1993	298	300.6
1994	326	333.8
1995	371	367



Year	Tabulated values	Calculated values
1996	390	382.24
1997	370	385.81
1998	394	389.38
1999	398	392.95
2000	397	396.52
2001	398	400.2

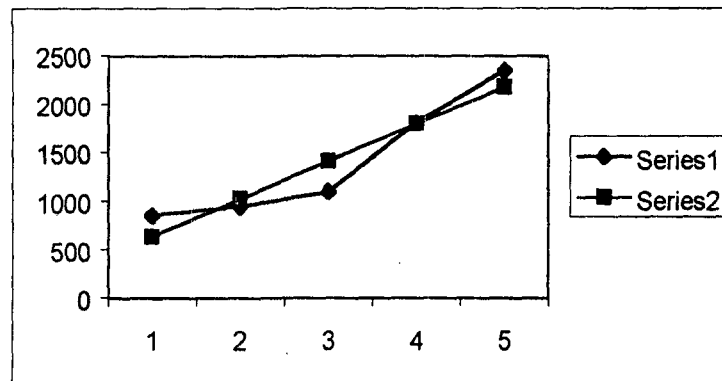


The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last six years

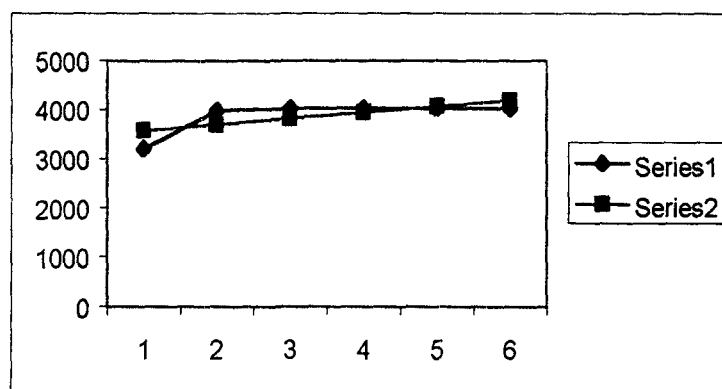
(Fig. 5.25)

No. of Rent-A – Cars

Year	Tabulated values	Calculated values
1991	860	646
1992	950	1030
1993	1100	1414
1994	1810	1798
1995	2350	2182



Year	Tabulated values	Calculated values
1996	3210	3584.95
1997	3989	3705.84
1998	8062	3826.72
1999	12093	3947.61
2000	16124	4068.49
2001	20155	4189.39

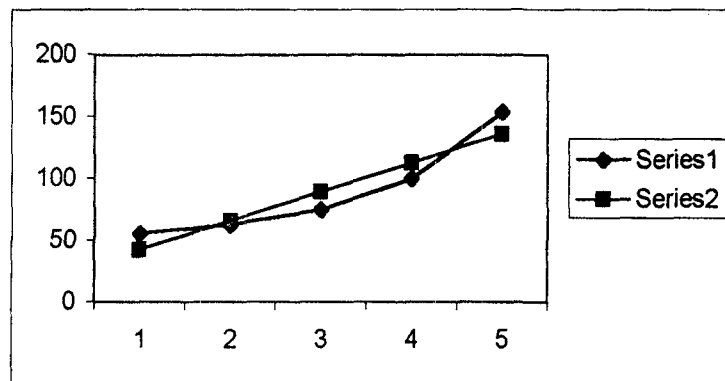


The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last six year.

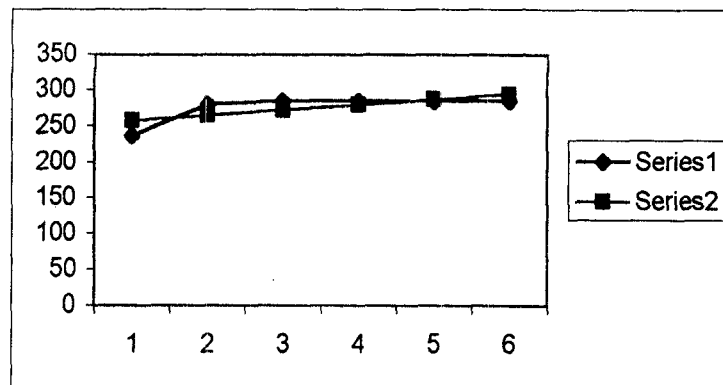
(Fig. 5.26)

No. of Rent-A – Car Co's

Year	Tabulated values	Calculated Values
1991	56	43
1992	63	66.3
1993	75	89.6
1994	100	112.9
1995	154	136.2



Year	Tabulated values	Calculated values
1996	237	257.95
1997	280	265.24
1998	285	272.53
1999	285	279.82
2000	285	287.11
2001	285	294.4

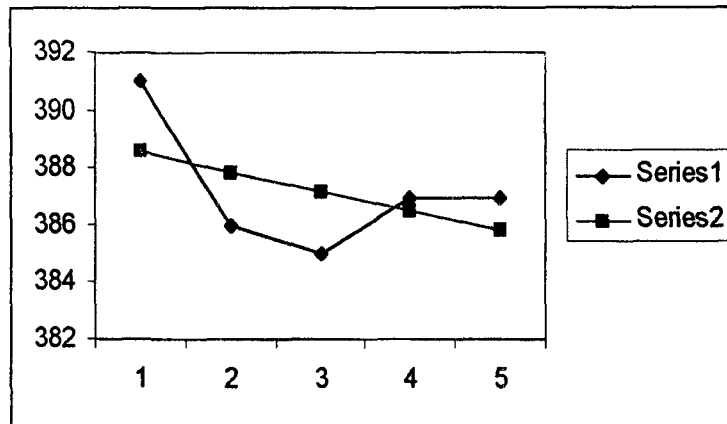


For both intervals the graph is showing the same trend i.e. increment. But for the last six years the increment have higher rate than the first five years.

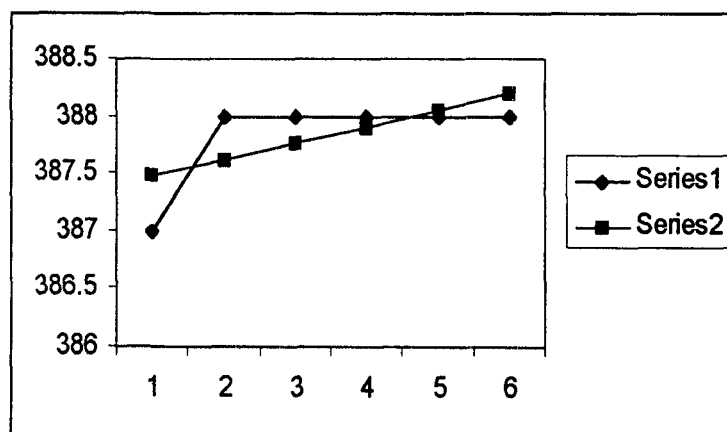
(Fig. 5.27)

No. of Petra & Sweimeh Horses

Year	Tabulated values	Calculated values
1991	391	388.6
1992	386	387.9
1993	385	387.2
1994	387	386.5
1995	387	385.8



Year	Tabulated values	Calculated values
1996	387	387.48
1997	388	387.62
1998	388	387.76
1999	388	387.91
2000	388	388.05
2001	388	388.19

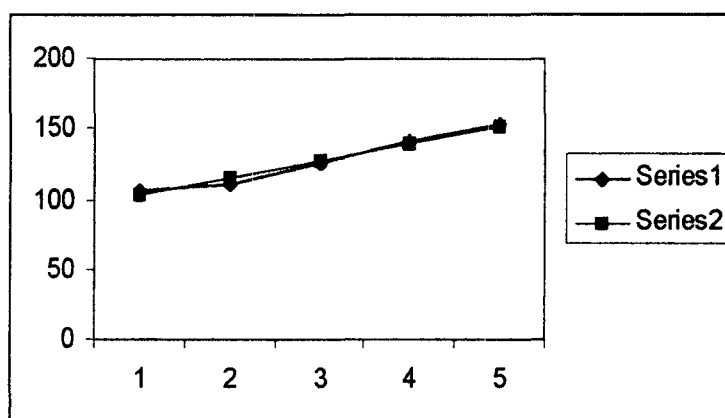


For the first five years (1991-1995), the graph shows a downward trend but for the last six years (1996-2001) it shows an upward trend. The graph for the first five years is decreasing with a very slow rate that it seems to be constant.

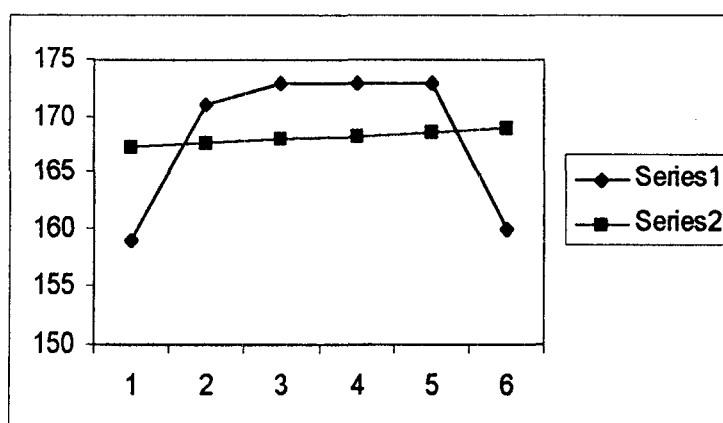
(Fig. 5.28)

No. of Tourist Shops

Year	Tabulated value	Calculated value
1991	107	103.8
1992	112	116
1993	127	128.2
1994	142	140.4
1995	153	152.6



Year	Tabulated value	Calculated value
1996	159	167.38
1997	171	167.69
1998	173	168.01
1999	173	168.32
2000	173	168.64
2001	160	168.95

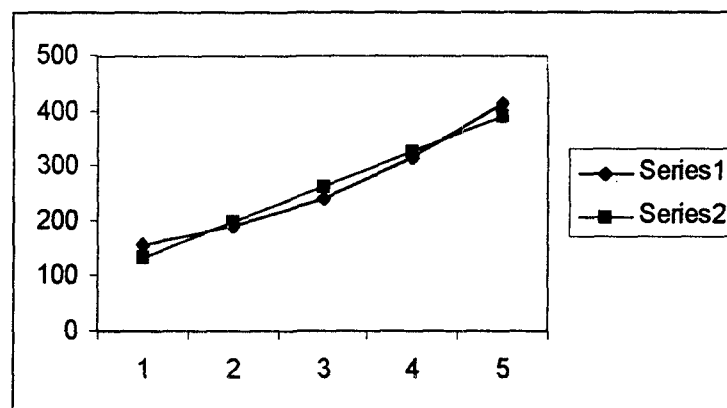


The graph for both intervals shows an upward trend. But for the first five years the rate of increment is much higher than the last six years.

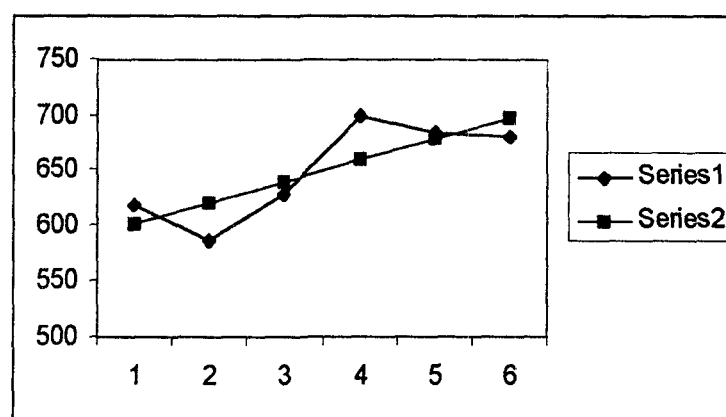
(Fig. 5.29)

No. of Tourist Guides

Year	Tabulated value	Calculated value
1991	157	136.2
1992	192	200.2
1993	240	264
1994	317	327.9
1995	414	391.8



Year	Tabulated value	Calculated value
1996	618	601.38
1997	587	620.69
1998	628	640.01
1999	700	659.32
2000	685	678.64
2001	680	697.95

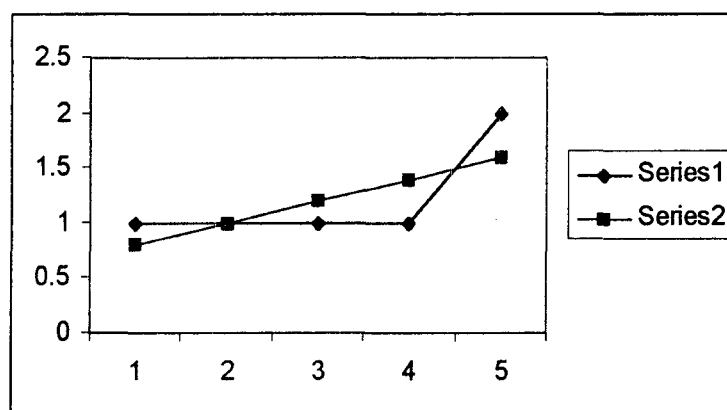


The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last six year.

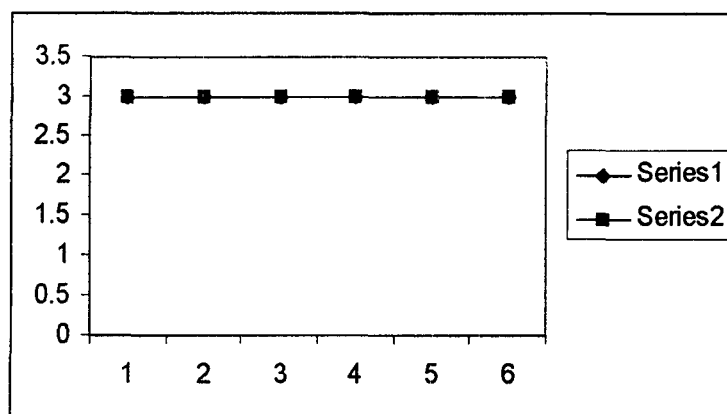
(Fig. 5.30)

No. of Tourist Transport Comp's

Year	Tabulated value	Calculated value
1991	01	0.8
1992	01	01.0
1993	01	01.2
1994	01	01.4
1995	2	01.6



Year	Tabulated value	Calculated value
1996	3	3
1997	3	3
1998	3	3
1999	3	3
2000	3	3
2001	3	3

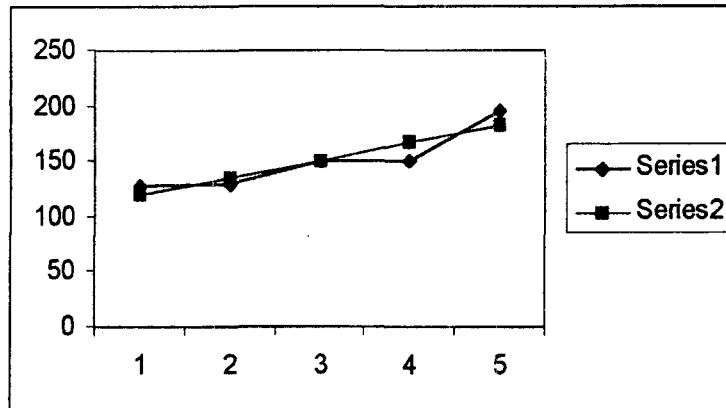


The graph for the first five years is increasing with a very slow rate and for the last six years it is constant.

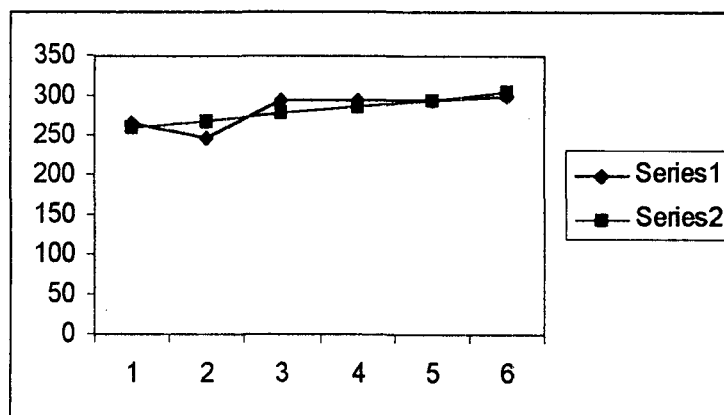
(Fig. 5.31)

No. of Buses

Year	Tabulated value	Calculated value
1991	128	119.4
1992	129	135.2
1993	151	151
1994	151	166.8
1995	196	182.6



Year	Tabulated value	Calculated value
1996	265	260.14
1997	248	269.09
1998	294	278.03
1999	294	286.97
2000	294	295.91
2001	300	304.86

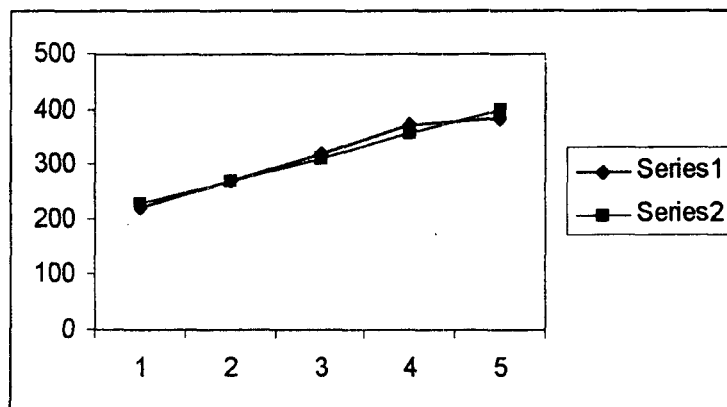


The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last six year.

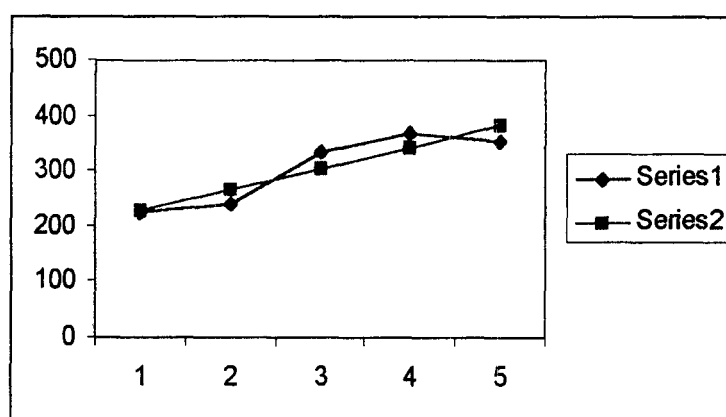
(Fig. 5.32)

No. of Tourist Restaurant

Year	Tabulated value	Calculated value
1992	222	228.9
1993	271	271
1994	319	313.4
1995	371	355.8
1996	384	398.2



Year	Tabulated value	Calculated value
1997	226	228.2
1998	241	266.7
1999	335	305.2
2000	370	343.7
2001	354	382.2



The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last six year.

Source: MOTA/Statistic Department

(Fig. 5.33)

Conclusion

From the above discussion and analysis its clear that Jordan has made strong commitment to tourism and its promotion. The government and the ministry is addressing series of major projects which will provide the infrastructure necessary to sustain this rapidly developing industry. Ministry is fully aware of the importance of international tourism and the interdependency Jordan will have with its neighbors in the promotion and sustaining of long term market.

From our statistical analysis its clear the country's tourism industry experience steady growth, in the number of the tourist arrivals, the development of different tourist activities, providing new investment opportunities and reducing unemployment in the country, between 1991-2001. The non Arab tourist market has grown impressively in recent years, from 1991-2001 but the major contributor to this sector is the European Trade which composes 25% of the market. The fastest growing tourist segment is package tours, which currently dominated by European visitors.

It also clear from the above analysis that Jordan tourism is and will be compose of two components

- (a) international or long haul tourist and
- (b) even larger segment of inter regional tourism

The projected annual growth of international tourism is expected to be 4 percent and that from neighbor Arab countries at 5 percent yearly.

The annual growth in hotel rooms in the last 10 years is 6 percent and is expected to increase dramatically, along with the current occupancy rate of 65 percent. Apart from this there is steady growth in the different tourist facilities such as, tourist guides, tourist transport companies, restaurants, horses guides, tourists shops, rent a car, etc.

Tourism and travel sector is creating a new job opportunities in Jordan, the figure show that from 1991 to 2001 270% increase in the direct employment provided by tourism sector. Although the tourism sector in Jordan has seen many accomplishments, there are still many requirements for it to become a more proactive and growing sector. In the next chapter we will discuss the shortcomings

in the management of tourism sector in Jordan and remedial plans for sustainable growth of tourism sector.

References

1. Medlik, S. 1991, Managing Tourism Butterworth, p.68 3rd ed.
2. MOTA, Department of Research & Development 2000.
3. MOTA, plans, policies, strategies, 1998
4. Heath, E. and Wall, G. 1994. Marketing Tourism Destinations- A Strategic Planning Approach, Wiley, p. 34.
5. Privatization Law in Jordan 2000, Privatization of Royal Jordanian 2000 and other tourist Government Projects.
6. Roger Doswell, 1997. How effective management makes the difference Butterworth-Heineman. p.46.
7. Jordan: Second Tourism Development Project, Petra Region Infrastructure Development and Environmental Management.
8. Roger, Doswell, 1997. How effective management makes the difference Butterworth Heineman p. 267.
9. Middleton, V. 1994. Marketing in travel and tourism, 2nd ed. Butterworth-Heineman p. 130.
10. MOTA, Plans, Strategies, policies, 1998
11. For more information see the website
[http://: www.worldbank.org](http://www.worldbank.org).
12. For more information see the website
[http://: www.usaid.gov.orgn](http://www.usaid.gov.orgn)
13. For more information see the web site
[http://: www.rscn.org.com](http://www.rscn.org.com).
14. Investment laws in Jordan 2000
15. For more information see the web site
[http://: www.free.zones.gov.jo](http://www.free.zones.gov.jo)
16. Stanford Milven. J, 1979. Management Policy New Jersey, Prentice Hall p. 35

CHAPTER -6

CONCLUSION & SUGGESTIONS

6.1 Conclusion

6.2 Suggestions

6.2.1 Suggestions for improving Tourism Management in Jordan

6.2.2 Specific Suggestion for improving Tourist products in different areas

6.2.3 General suggestions for Tourism Development in Jordan

CONCLUSION AND SUGGESTIONS

Conclusion

From the previous chapter it is clear that Jordan is fortunate to be blessed with a rich assortment of historical, religious and geographical attractions, and is determined to effectively market these sites to boost tourism to international, regional and domestic visitors, but one of the core problem in the industry is that it is comparatively young and its nature of fast development has allowed little for adjustment and consolidation.

Some of the major challenges faced to manage the tourism industry in Jordan are as follows:

- i. Under the current legal frame work of tourism sector, the tourism law (law no.20.of 1988) grants MOTA the responsibility for four tasks; the preservation and development of tourism sites, licensing and classification of tourist occupations, marketing and development of human resources.

However, except for licensing, the tourism law fails to grant MOTA the necessary specific power to carry out its responsibilities. Where MOTA is clearly empowered, as in the case of licensing, the exact scope of its responsibilities and powers are poorly defined and dependent on out dated regulations and unnecessarily complex, time consuming procedures. This system is in coherent from policy perspective and raises transaction costs for the private sector. Still, the chief practical function of MOTA remains licensing.

- ii. Recognition of the fact as a service industry, the caliber of staff is a major determinant of success. Our study shows that 90 per cent of the staff working in MOTA is not having any specialized qualification and training in tourism. Most of the managerial stuff are graduate in humanities or in other subjects. The general low qualification levels is a major obstacle in managing the tourism industry. The industry is dominated by spirit of "amateur management", and it ability to respond to the challenges of new millennium will be dependent on attracting

high quality employees into different position of management within MOTA. Apart from this, there is a lack of investment in training and career development, and is hampered largely by lack of funds and lack of nexuses between the educational system and MOTA, the issues are less legal than institutional and financial.

- iii. We can noticed that MOTA and JTB have been trying to do their best in marketing Jordan as a tourist destination, but unfortunately they couldn't and specifically JTB, which is now the main body responsible before the government, to market Jordan as a tourist destination. JTB efforts are considered by the private sector and past studies (USAID,1993. WTO,1995) be ineffective in large part due to the difficulties of accomplishing marketing tasks with the bureaucratic structures tied to government incentives.
- iv. Another issue of serious concern, mainly for those who are managing tourism services, the linkage between the effective delivery of high quality services to the customers, and the development of human resource practices need s to be reinforce within the tourism industry. Tourism and hospitality industry in Jordan is dominated by small operations, 80 per cent of Jordan hospitality business employ less than 10 people, typically in guest houses and a small restaurants. With low marketing budget, and limited management capacity, quality issues are important, as word of mouth recommendation becomes a key marketing tool. A solution has to be sort out for quality issues in these organizations.
- v. There are at least eight different organizations operating at the Petra Sanctuary, sometimes with overlapping responsibilities: The DOA, the Tourism Office, Tourist Police, Desert Police, Civic Police, Ministry of Health, a maintenance contractor, and the Governor's Office. Each has its own direct line of authority from Amman. In addition, there is no uniform set of rules for the site, no regulations or management policies or principles derived from a statement of the site's significance, and no guiding mission for site managers. Approximately 100 people are employed in site protection and management through

the various organizations present at Petra, yet there is little coordination between the organizations and little authority accorded to managers. These deficiencies have resulted in inadequate archaeological site protection and a visitor satisfaction rate that is much lower than might be reasonably expected of a site with Petra's beauty and significance.

- vi. Inadequate infrastructure is another problem faced by tourist industry. Hotel expansion and accompanying urban development in the towns of Wadi Musa and Taybeh are putting pressure on existing infrastructure, which is already limited in capacity and of low quality. The major infrastructure issues are water and wastewater services, environmental degradation, traffic flows and road conditions, and the clear absence of any integration between the town and the tourism activities at the Sanctuary. At present, there is no wastewater system in the town, and a number of cesspits discharge directly into the Wadis. Drinking water supply is intermittent, and even then, hotels get priority over households. Unaccounted-for water is estimated at around 50 percent. Environmental neglect and degradation have significantly affected the natural landscape. There are periodic floods, loss of vegetation, and visual intrusion. Road conditions throughout the town are poor, especially the spine road, which is congested through the town center as a result of indiscriminate parking, absence of sidewalks, general clutter, and conflicting activities. The access roads to Wadi Musa are generally not of an acceptable safety standard.
- vii. There has been little focus on developing tourism at Wadi Rum while preserving it environmentally. The result is an increasing problem with litter, archaeological sites damaged by graffiti, unplanned vehicle tracks and an unsightly village. The Rum Village (Begin community), which only a few years ago contained just a few homes, now has over 300 houses and is experiencing an alarming rate of growth. Current tourism activities are poorly organized and under-funded, there is little effort to promote regulations to preserve the site, and there is no proposal to maximize the returns from tourism (the current admission

fee is 1 JD). Wadi Rum is an important juncture, and steps must be taken to avoid further endangering the very fragile environmental balance that makes it so attractive.

- viii. Traditional archaeology-focused tourism in Jordan has ignored modern tourism development techniques and does not make effective use of the country's traditional resources of historic ruins and scenic wonders. Modern tourism development thrives on both traditional resources and artificial, man-made tourist attractions and features such as theme parks or soft adventure (hot ballooning, river rafting, etc.)
- ix. The archaeological, historical and cultural resources are not fully developed as a tourism product (weak presentation, lack of historical/cultural/ethnographic perspectives and lack of visitor facilitation)
- x. Spectacular scenery is often neglected or not strongly highlighted as a tourist resource of great appeal. Scenic wonder at Wadi Mujib typifies the case, where no effort is currently made to sell this unique dramatic scenery and no facility is made available for tourists to appreciate its beauty and to spend some time around the gorge.
- xi. Many sites are currently presented in isolation without much effort to link other attractions and features found nearby, Jerash, Ajlun and Umm Qays are typical examples. In most tourist gateway cities in the world comparable to the size of Amman, there are package tours on a seat-sharing basis for a half or full day covering nearby sites and attractions. Presently there is no such tour on regular operation in Amman covering Jerash or Madaba.
- xii. Motels are also available but on a limited scale. There are only about 13 motels in the Kingdom with 296 rooms. Five of them are in Amman and eight in Petra. Room occupation rate in motels reached a high percentage of 85% in 1997. There are five motels under construction in Amman, and another project in Aqaba. These are expected to provide about 165 rooms. Motels are preferred by many tourists, especially from the Gulf countries who usually come with their families for treatment, education or recreational purposes.

- xiii. Data issued by the Ministry of Tourism show that there are about 12 establishments that offer the service of renting furnished rooms or apartments for a short-period of time. Total rooms available, as per the data, do not exceed (357) rooms. But, in fact, the supply is on the increase, especially in Summer time. Therefore, accurate statistics in this regard are not available.
- xiv. Chalets are available in some touristic places, demand on them is still very limited due to the lack of back-up services, such as restaurants, recreation centers and transportation.
- xv. Tourism programmes in Jordan usually lack camping activities which are important to acquaint tourists with the beautiful nature in many places such as Dhana, Azraq, and Wadi Rum. Camping activities that took place proved to be very successful, and there is an increasing demand on them especially in Spring and Summer seasons.
- xvi. Museums in Jordan are usually places where some antiquities and folklore products can be sold. Hence, there is no internationally recognized museum in Jordan similar to those available in most neighboring countries, despite the fact that there are many historic places which are good to accommodate a national museum.
- xvii. Shops that sell and display handicraft products are found in main cities and touristic areas such as Amman, Jerash, Aqaba, and Petra. This traditional industry depends mainly on imported raw materials such as wood, copper, cotton, and wool. However, locally made handicrafts suffer from tough competition from imported items. To withstand such competition, quality improvement, better pricing, and product variation. The value added approach can also activate the industry and attract more buyers. In Amman, most handicrafts shops are found in the central part of the city which makes it difficult for tourists to reach them due to the traffic jams often occur there.
- xviii. Field interviews showed that only few guides are capable of performing their duties efficiently due that most guides are not educated enough, and lack the required knowledge about basic issues of their work. Many incapable people have intruded into the job in the

wake of the surge in tourism activities in 1995. The practices by some guides in exploiting the tourists through illegal deals with restaurants and rest houses for commissions. The absence of control on information given by guides concerning the history and geography of touristic places, and, sometimes the lack of knowledge about these places at all.

- xix. Basic services such as catering, lodging, and transportation are offered by big companies working in the field. But these cannot offer distinguished services for individuals due to bureaucracy. The quality of services available in touristic sites are not suitable for the tourists demands. Thus, they do not serve the overall objective of providing quality services for tourists as a prerequisite for sustainable tourism development.
- xx. The Dead Sea is unique in its nature and properties of its water which is rich with minerals. Although there is a great demand on the Dead Sea from all over the world, especially for treatment purposes, the area still needs many infrastructure facilities and basic services necessary to help marketing it internationally.
- xxi. Preparations and other works needed for Jerash Festival causes, in many cases, an abuse to the ruins and environment inside the ancient city.
- xxii. Ajlune Castle, with its historical and architectural importance, is the area's most famous tourism attraction. Yet, it has not been efficiently utilized.
- xxiii. The desert castles were constructed to serve as tourism facilities of high quality for Moslem rulers during the Umayyad reign. In addition, they provided services for trade and pilgrimage caravans. These castles, which suffered damage many times, are of great historic and touristic importance, especially with regard to their location in the eastern desert of the country.
- xxiv. Tourist services are an important element in promotion of tourism. A wide range of services that suit large number of tourists are available in Amman only. Such services are not available in other tourists areas.

These services are mostly managed by the government, government institutions such as Royal Jordanian and Social Security Corporation. These services require a more active role from the private sector. Quality and efficiency offered to tourists must be reconsidered.

- xxv. Tourist transportation is dominated by private companies, but they are few in number and created monopolies tourist transportation in Jordan. The reason for this monopoly is bureaucratic hurdles for the new companies to enter the market. Apart from this the public transport vehicles lack modern amenities, and detail information regarding their schedule are not available for tourists.

- xxvi. Uncontrolled Urban Growth in Petra

In the absence of an updated land-use plan, the areas surrounding the sanctuary have grown in unsightly and uncontrolled manner, with significant adverse environmental impacts. As a quick reaction to the unplanned construction boom, the local government has placed a ban on issuing building permits.

- xxvii. Its observed from our analysis that there is a decline in the tourism arrivals and receipts in the year 2000-2001. but this is because of turmoil of Palestine and Israele conflict.. Jordan has not done too badly. Tourism is a significant sector of the economy, still the growth rate has declined from 6.5 per cent in 1995 to 3.6 in the year 2001. Tourism in Jordan also affected by the event of 9/11 in USA, the drop in American tourists is very high, it is about 41 per cent, and declined in European tourists is of 36.5 per cent.

Suggestions

With recently changed circumstances, including the increased importance of tourism to the economy as well as the clear need to preserve and protect Jordan's natural heritage, it is an opportune time to rationalize, harmonize and strengthen the legal and institutional basis for achieving the goals of tourism policies and removing unnecessary bureaucratic obstacles to private-sector participation.

Following are the suggestions which will consolidate links between tourism and other economic sectors within the framework of an overall sustainable development planning:

6.3.1 Suggestions for improving Tourism Management in Jordan

1. Tourism is essentially a service industry as a whole, serving a complex market that is highly volatile and prone to changes in taste and fads. It is therefore important to induce service providers to be as responsive to the market as possible. Private initiatives in investment and operation are therefore most desirable, as opposed to direct governmental operation. The government role is to facilitate such private investment and operation by providing infrastructure and framework, and supplement where shortfall in private initiative exists.
2. There is a need for organizational mechanisms and policy framework to ensure close coordination and cooperation among government agencies involved in tourism and between the public and private sectors.
3. The development of tourism requires the availability of qualified and highly trained manpower, for that reason, Jordanian government should give special emphasis and care to this sector by establishing institutions to provide qualified and highly trained people. And also private sector should realise the importance of qualifying people in tourism professions also. The private universities in Jordan should play a supportive role in educating and preparing courses to qualify the young people.
4. Tourism and hospitality industry in Jordan is dominated by small operation. Quality issues are important for these organizations, the solution has to be sort out regarding the need for training in all operative and management skills including quality and customer care issues. The aim is to develop standard that are relevant to micro operators and can be used as support materials i.e. to outline the correct

procedures for specific tasks to develop job description and standard of excellence.

5. MOTA should work towards developing tourism in a comprehensive and integrated approach to express the nation's legacy, culture, history, heritage, inheritance, successive civilization and economic prosperity as well as enhancing the noble human values based on peace and mutual respect among nations.
6. Introducing planning standards of the tourist resorts, such as :
 - Overall density: number of people related to the overall area of the site.
 - Tourist overall density: number of tourists related to the overall area.
 - Beach capacity: number of tourists related to the beach area.
 - Depth of the beach: It may be more than the actual area of sand including green areas and terraces available to beach users.
 - Coverage ratio: coefficient relating the area covered by building (s) (Plot ratio) : to the overall area of the site.
 - Buildings height.
7. Maximizing tourism's economic effect by organizing the tourism sector to minimize leakage of both money and jobs. A major economic problem, especially for developing countries, is the lack of linkages between the tourism industry and other industries within the country. Grants or loans can be provided to support local industries. Also, it may be possible to encourage the use of local industries, design and materials by means of incentives. As tourism has developed among nations, the opportunity has arisen for international role in hotels, airlines and tour operations. But most of these international companies have their home offices in developed countries (80% of the hotels are managed by companies headquarters in the U.S., France and U.K.).
8. In general, foreign corporation hotels usually generate lower foreign exchange because of the reliance on import of goods and equipment. Also, foreign owned hotels allow limited opportunity for local

employees to reach positions of responsibility. If a country has made a decision to develop tourism to the masses, it can become dependent on large tour operators who can sharply influence where the masses will vacation. The foreign operator dealing with mass market is more likely to bypass local tour operators and deal directly with the local hotels. So, the foreign exchange revenues may suffer.

9. Training tourist manpower, in countries with a developing tourism industry. Lack of trained manpower is one of the main difficulties experienced. In planning for human-resources development, programs should be established to train employees to satisfy two separate sets of criteria: attitudinal and technical. Attitudinal characteristics include pride, patience, flexibility and ability to work as a team. Technical skills required include facilities operation, equipment operation and maintenance (adding machines, bookkeeping machine, copying machine and computer operators), financial management, food and beverage production and service, personal management and business organization and management.
10. Encouraging planning, and managing tourism support industries; Support industries include all the ancillary services required or desired by tourists to enhance their visitation experiences in a destination such as :
 - Retail shops, laundries and pharmacies.
 - Art galleries, museums and special exhibits.
 - Restaurants.
 - Day tours.
 - Golf courses or other participation sports activities.
 - Festivals.
 - Maps, guide books, brochures and post cards.
 - Entertainment facilities.
 - Recreation facilities and services; boat or scuba-driving rental at beach, stable or horse-rental services, ...etc. To a large degree, support industries are part of the private sector

and are operated by small, independent investors. Despite the independence and widespread ownership characterized by this sector of a tourism program, it is necessary to plan for them and apply management controls to avoid negative impact resulting from inadequate services, poor quality or overcharging. Also, to encourage quality, local people to get into this kind of business, it is necessary to structure situations which provide a high level of assurance that individual investors will realize reasonable returns on their investments and efforts. This can be accomplished through control of leasing arrangements, reasonable structuring of taxes and monitoring of infrastructure services.

11. Developing marketing techniques and planning sales campaigns.

Most tourists are happy to leave details associated with planning their journeys to travel professionals. Facilities and specialties of travel professionals include

- Government tourism offices.
- Regional travel-promotion organizations. Governmental and non governmental.
- Airlines, ship operators and bus companies.
- Tour wholesales and tour packages.
- Travel clubs.
- Travel agents.
- Convention or meeting managers.

Another two factors for successful marketing are geography: “distance between a tourism destination and its prospective market” and demography: “age, income, level, nationality, ... etc”. The reason for demographic identification in planning for a marketing program is that advertising tends to be demographically oriented.

Channels of communication used to inform and stimulate the tourism marketplace. These include informative literature, direct mail, space advertising,

broadcast time advertising, public relations through celerity visits and advertising signs. These media are selected and organized into campaigns aimed to sell the tourist products dealing with consumers and travel professionals.

Data gathering should be built into operations of tourism facilities to make possible comparisons between sales results and promotional expenditures.

12. Environment Management .

- Ensure of environmental integration between tourist resorts and its natural environment that maintains uniqueness in their features. This attractive environment will insure that tourism continues as a long-term economic activity.
- Establishing of the natural conservation areas either land preserved areas to protect wildlife, natural forests and plants and mountainous nature of marine preserved areas to protect marine life with its coral reefs and rare fishes.
- Establishing active programs for revegetation, insect and hazardous plants control and removal of industrial activities polluting air and water. Achieving these programs will improve the environment.
- Beaches' protection against oil leakages from motorboats or ferries and wastes carried out by sea currents to the beach.
- Protection against air pollution caused by industrial and mining activities which has direct impact on the environment and indirect impacts on the groundwater produced by acidic rain.
- Protection of the groundwater resources from contamination by sewage waste or land drainage which rises its salinity.

13. The key to the successful attainment of policy and objectives will be in establishing an institutional/ organizational/ framework that readily facilitates the planning, development, marketing and operation of tourism sector and monitoring its effectiveness in achieving governmental sectoral objectives. At the same time, the long-term success of the tourism sector will depend on creating a product that :

- Is not dependent on any single market segment.

- Offers an exceptional holiday/ recreational/ educational experience.
- Creates a distinct Jordanian appeal. Places Jordan at the forefront of Middle East tourism in terms of product quality, visitor satisfaction and value-for-money.

14. Establishing a monitoring System :

Planning is a continuous process; policies have to be evaluated according to changes. The preparation of a monitoring system allows periodic or permanent revision of the development plan. The monitoring system records, usually on a monthly basis, the outputs of the tourist or recreational activities through :

- The statistics of : Number of visitors, nights
Arrivals accommodated and day-trippers.
- The statistics of : Variations in the number of beds or
supply other recreational facilities by type
and location.
- The budgetary : Transportation, accommodations,
control of the food and beverage and other service
tourist industry facilities.
- The control of sites with tourist interest

Then, the system compares these outputs with the corresponding goals and targets of the development plan, evaluates the deviations and analyses the causes of these deviations which may be caused by factors intervening abroad or operating in the country.

15. Forecasting the tourism demand (volumes) for the destination area, is prerequisite for tourism development and management, many techniques can be utilized in forecasting the potential demand, the market share or market penetration approach, the calculation methods, the survey and potential demand quantification approach, the alternate scenario approach and the analogy approach. When the forecasts have been completed, a supply “capacities of resource components” –

demand "forecast demand volumes" matching exercise is carried out. This helps those in the destination area determine where there are likely to be short falls in different tourism resources and where there could be problems in preserving tourism resources due to excessive demand levels.

16. Introducing legislation for land control .While a tourism master-plan is being prepared, legislative measures must be introduced to protect the region against speculation and parceling out land plots. Four basic forms of governmental intervention may be considered to guarantee land control, Purchase of land, restrictions on building rights, some areas may be designated for environmental conservation or agricultural use with no building rights, control over technical infrastructure, provision of connecting infrastructure services may be limited to regulate development. Regulation and inducement; administrative and planning regulations must be applied, balanced by the granting of financial loans or incentives for approved projects.

6.3.2 *Specific Suggestions for improving Tourist Products in different areas*

1. A fresh market-oriented approach is needed in product development, namely "away from what Jordan believes appeals to tourists" to "what tourists appreciate as attractive and interesting." Historic town restoration (Historic Old Salt), nostalgic railway revival (Hijazi Railway), theme accommodation and restaurant (Tayyiba Zaman, Kan Zaman), and soft adventure (desert hot ballooning) are some examples of this innovative approach.
2. Museums are needed to provide basic services for tourists. It shall include a library, a display haul, an antiquities shop, and many other facilities. There are about 16 museums in Jordan, but they all lack the required basic services, efficient display techniques, and the qualified staff.
3. Jordan primary tourism resources will continue to be its cultural heritage and natural wonders, which must be preserved. A simple

"leave them alone" attitude is grossly inadequate and undesirable. Effort and investment must be made to implement positive protection measures that will enhance the value of the country's tourism resources.

4. Tourist are becoming increasingly selective when it comes to the gratifying experience of the product. The emphasis should now focusing on Jordan as a destination that offer an enticement of particular interest i.e. health, fitness and beauty; among other attractions. And as people move towards more healthy ways of living, the popularity of the spa vacation has increased. Jordan has embarked on various projects that feature health and fitness as well as beauty, but should be presented to the tourists in a unique in-depth relaxing experience, and should mentioned here one of the most spectacular, natural and spiritual landscapes in the whole world- the Dead Sea eastern coast in Jordan, we should be aware of the importance of this site, and to give him the place which deserves.
5. MOTA should activate the role of tourism industry to highlight Jordan's attractions and to distinguish Jordan as tourist destination and in appreciation of the role of tourism to national income by generating foreign exchange earnings, and in recognition of the important role of the private sector in investments and development.
6. Projects that integrate nature preservation, handicrafts and eco-tourism seem to have a great chance of succeeding to the benefit of local populations. An example is the Dana Valley project in Jordan.
7. International tourism is dependent upon economic airline service. So, the economy of air travel becomes a major concern of the tourism authority at the destination. The use of the inclusive economy or excursion packages which include airline tickets, hotel reservations, all or some meals and possibly rental car is the result of needed cooperation between airlines, hotels and other suppliers of tourist services.
8. Directional signs, reassurance signs; after changing direction or travelling many miles, and identification signs are needed to help the

tourists make choices. Landscape design offer clues for many findings. Paving materials of different colors and textures can effectively lead the visitors in the directions intended. Color coding, uniform type styles, and coordinated shapes are effective sign design techniques.

9. Other related suggestions for improving tourist products in different areas:
 - Utilizing economic and social developments in the Jordanian society at the current time in encouraging and developing domestic tourism which will support the economy and provide the competitive choice instead of travelling abroad.
 - Necessity to give priority to Aqaba South Coast, Red Sea regions for recreational tourism development. These regions have unique natural resources and facilities which are able to attract different categories of tourists.
10. Considering the competitive advantages and future plans of neighboring destinations i.e. Israel, Egypt, Syria, Lebanon, Turkey, Cyprus...etc. It is useful to define competitive destinations in terms of their relative distance from top generating countries. Those destination areas close to a prime market are often referred to as being “intervening opportunities”- the tourist must pass them to reach the subject destination area, identification of the strengths and weaknesses of the competitive destinations and the steps that can be taken to make the subject destination area unique among its competitors.

6.3.3. *General suggestions for Tourism Development in Jordan*

1. Expand international tourism, and in particular, rather than aim at mass tourism, develop tourism attractions in a manner to spread tourism flows around the country and encourage longer visitor stays and higher spending.
2. Develop and manage tourism in a manner to bring socio-economic benefits directly to local communities, with community-based tourism projects as an important vehicle and optimize the economic benefits of

tourism, including strengthening linkages between tourism and other economic sectors.

3. Upgrade all existing tourism facilities, and for those to be developed, ensure that services meet acceptable safety, comfort, sanitation and service standards.
4. Jordan should concentrate on religious tourism, in particular to attract Muslims tourists from the some Far East countries and other part of the Muslim world, and at the same time, to attract Christians tourists from Europe, north America and Canada.
5. Jordan should participate in more international exhibition such as, Madrid, Millan, London, Berlin as well as the Arab world exhibition for travel and tourism such as, Beirut, Dubai, Kuwait, Egypt and other important tourism exhibitions.
6. MOTA should concentrate on more broadcasting documentary programs about the most important touristic sites in Jordan. Such documentary programmes play an important role in promoting Jordan to the world.
10. MOTA should adopt an aggressive strategy concentrate on three dimensions; the tourist product, tourism promotion and the development of human resources.
11. Stability and security are two characteristics that distinguished Jordan from many other countries in the region, these important factors contributed greatly to the attractiveness of Jordan to tourists, and the government should concentrate on that.
12. Jordan famous for its diverse tourist products; historical, archaeological and religious sites are at many geographical locations, add to that Jordan's strategic location in the Middle East region, it is moderate weather, the support that the government gives to this important sector of the economy and the progress and important of the services provided by hotels, restaurants, and other tourism institutions should be used in a proper manner to maximize the number of tourists coming to Jordan.

Finally I think that the corner stone here is MOTA. It should take more pro-active role in the management and development of tourism sector at the national level., It took over the formulation, coordination and implementation of tourism policies and enforcement and monitoring aspects of the industry. Planning , development and control should strengthened at the private and public level.

The Private sector reacted positively to the international and local changes, as is seen from the increase of investment in Amman, Petra, the Dead Sea and Aqaba areas. In spite of all of this, both the public and private sectors face various challenges because of increasing in demand for tourism and tourism activities. The Government and MOTA should think positively to the requirements of the private sector and go ahead with administrative and legal amendments, and planning and executing major tourism projects in order to accommodate the increasing numbers of tourists, and to attract local and international investments.

The only solution for any developing country and Jordan in particular is a sustainable tourism development. Sustainable tourism development means meeting the needs of the present without compromising the ability of future generation to meet their needs. There are three components to the concept of sustainable development, namely, Economic, Social, Environmental. Of late the greatest interest and attention is being applied to environment sustainability. Environmental concern and heightened awareness of the impacts of man's activities on the environment has given importance to sustainable development,. It is important however, at least as far as tourism is concerned that we maintain a balanced approach to sustainable development and not neglect the economic and social component.

The regulatory environment also plays an important role in creating the conditions suitable for sustainable tourism. The industry is doing much to improve its performance in terms of sustainable development. The challenge for new millennium is to move from the existing ad hoc approach to a more systematic one so that tourism may be able to contribute to development which is economically, ecologically and socially sustainable.

In the end we can say “ what tourism needs is resonant awareness among Jordanian along with those who are concerned with the sector.

BIBLIOGRAPHY

BIBLIOGRAPHY

1. Ashworth, G. J. and Dietvorst, A. J. G. (1995) *Tourism and Spatial Transformations; Implications for Policy and Planning*, CAB International.
2. Ashworth, G. J. and Goodall, B. C. (eds) (1990) *Marketing Tourism Places*, Routledge.
3. Ashworth, G.J. and Dietvorst, A.G.J. (eds) (1995) 'Tourism and Spatial Transformations: Implications for Policy and Planning', CAB International: UK.
4. Ashworth, G.J. and Voogd, H. (1990) 'Selling the City', Wiley: UK
Atkinson, H. Berry, A. and Jarvis, R. (1995) 'Business Accounting for Hospitality and Tourism', ITBP: UK.
5. Baker, S. Bradley, P. Huyton, J. (1994) 'Principles of hotel front office operations', Cassell: UK.
6. Baldacchino, G. (1997) 'Global Tourism and Informal Labour Relations: The Small-scale Syndrome at Work', Mansell: UK.
7. Barke, M. Towner, J. and Newton, M. (eds) (1995) 'Tourism in Spain', CAB: UK.
8. Baum, T. (1995) 'Managing Human Resources in the European Tourism and Hospitality Industry: A Strategic Approach,' ITBP: UK.
9. Baum, T. (ed) (1993) 'Human Resource Issues in International Tourism', Butterworth Heinemann: UK.
10. Baum, Tom (ed.) (1993) *Human Resource Issues in International Tourism*, Butterworth-Heinemann.
11. Beaver, A. (1993) 'Mind Your Own Travel Business: A Manual of Retail Travel Practice (3 Volume Set)', A. Beaver: UK.
12. Boella, M.J. (1996) 'Human Resource Management in the Hospitality Industry', Stanley Thorne: UK.
13. Boissevain, J. (ed) (1996) 'Coping with Tourists: European Reactions to Mass Tourism', Berghahn Books: UK.
14. Boniface, B. and Copper, C.P. (1994) *The Geography of Travel and Tourism*, Butterworth-Hewinmann.
15. Boniface, B.G. and Cooper, C. (1994) 'Geography of Travel and Tourism', Butterworth Heinemann: UK.

16. Boniface, P. (1995) 'Managing Quality Cultural Tourism', Routledge: UK.
17. Borocz, J. (1996), 'Leisure migration: A Sociological Study on Tourism', Pergamon Press: UK.
18. Bramham, P., Henry, I., Mommaas, H. and Van der Poel, H. (eds) (1993) 'Leisure Policies in Europe', CAB International: UK.
19. Brent Richie, J.R. and Goeldner, C.R. (1994) Travel, Tourism and Hospitality Research - A Handbook for Managers and Researchers, 2nd edn. Wiley.
20. Briggs, S. (1997) 'Successful Tourism Marketing', Kogan Page: UK.
21. Briguglio, L. Butler, R. Harrison, D. Filho, W. (eds) (1996) 'Sustainable Tourism in Islands and Small States: Case Studies', Pinter: UK.
22. Briguglio, L., Archer, B., Jafari, J. and Wall, G. (eds) (1996) 'Sustainable Tourism in Islands and Small States: Issues and Policies', Pinter: UK.
23. Brown, F. (1998) 'Tourism: Blight or Blessing?', Butterworth Heinemann: UK.
24. Brunt, P. (1997) 'Market Research in Travel & Tourism', Butterworth Heinemann: UK.
25. Bryman, A. (1995) 'Disney and his Worlds', Routledge: UK.
26. Buhalis, D. Tjoa, A.M. and Jafari, J. (eds) (1998) 'Information and Communication Technologies in Tourism: Enter 98', Springer Verlag: Vienna.
27. Bull, A. (1995) 'The Economics of Travel and Tourism', Longman: UK.
28. Bunce, M. (1997) 'The Countryside Ideal: Anglo-American Images of Landscape', Routledge: UK.
29. Burkart, J. and Medlik S. (1981) Tourism- Past, Present and Future, 2nd edn. Butterworth-Heinemann.
30. Burns, P. And Holden, A. (1995) Tourism: a new perspective, Prentice Hall:UK.
31. Burton, J. and Burton, L. (1994) 'Interpersonal Skills for Travel and Tourism', Longman: UK.
32. Burton, R. (1995) 'Travel Geography', Longman: UK.
33. Butler, R. and Hinch, T. (eds) (1996) 'Tourism and Indigenous Peoples', ITBP: UK.
34. Butler, R., Hall, R. and Jenkins, M. (eds) (1998) 'Tourism and Recreation in Rural Areas', Wiley: UK.

35. Buttle, F. (1986), 'Hotel and Food service marketing: A managerial approach', Cassell: UK.
36. Byrnes, W.J. (1993) 'Management and the Arts', Focal Press: UK.
37. Cater, E. and Lowman, G. (1994) 'Ecotourism: A Sustainable Option', Wiley: UK.
38. Cater, E. and Lowman, G. (eds) (1994) Ecotourism- A Sustainable Option, Wiley.
39. Clark, M. (1995) 'Interpersonal Skills for Hospitality Management', ITBP: UK.
40. Clift, S. and Grabowski, P. (eds) (1997) 'Tourism and Health: Risks, Research and Responses', Pinter: UK.
41. Coccossis, H. and Nijkamp, P. (eds) (1995) 'Sustainable Tourism Development', Ashgate: UK.
42. Cole, G. A. (1993) Management Theory and Practice, 4th edn. DP Publications Ltd.
43. Collin, P.H. (1994) 'Dictionary of Hotels, Tourism and Catering Management', Peter Collin: UK.
44. Collins, M.F. and Cooper, I.S. (eds) (1997) 'Leisure Management: Issues and Applications', CAB International: UK.
45. Coltman, Michael M. (1989) An Introduction to Travel and Tourism: An International Approach, Van Nostrand Reinhold.
46. Cooke, A. (1994) 'Economics Of Leisure And Sport', ITBP: UK.
47. Cooper, C. and Wanhill, S. (eds) (1997) 'Tourism Development: Environmental and Community Issues', Wiley: UK.
48. Cooper, C., Fletcher, J., Gilbert, D. and Wanhill, S. (1993) Tourism: Principles and Practice, Pitman.
49. Cooper, C., Fletcher, J., Gilbert, D., Wanhill, S. and Shepherd, R. (1998) 'Tourism: Principles and Practice', Longman: UK.
50. Cooper, C.P. (1989) 'Progress in Tourism, Recreation and Hospitality Management Vol 1', Belhaven Press: UK.
51. Cooper, C.P. (1990) 'Progress in Tourism, Recreation and Hospitality Management Vol 2', Belhaven Press: UK.
52. Cooper, C.P. and Lockwood, A. (1992) 'Progress in Tourism, Recreation and

- Hospitality Management Vol 4', Belhaven Press: UK.
53. Cooper, C.P. and Lockwood, A. (1994) 'Progress in Tourism, Recreation and Hospitality Management Vol 5', Belhaven Press: UK.
 54. Cooper, C.P. and Lockwood, A. (1994) 'Progress in Tourism, Recreation and Hospitality Management Vol 6', Belhaven Press: UK.
 55. Corke, J. (1993) 'Tourism Law', Elm: UK.
 56. Croall, J. (1995) 'Preserve or Destroy?: Tourism and the Environment', Caloust Gulbenkian Foundation: UK.
 57. Cullen, P. (1997) 'Economics for Hospitality Management', ITBP: UK.
 58. Cushman, G., Veal, A.J. and Zuzanek, J. (eds) (1996) 'World Leisure Participation: Free Time in the Global Village', CAB International: UK.
 59. Dann, G.M.S. (1996) 'Language of Tourism: A Sociolinguistic Perspective', CAB International: UK.
 60. Davidson, R. (1993) 'Tourism', Longman: UK.
 61. Davidson, R. (1994) 'Business Travel', Longman: UK, PBDavidson, R. (1998) 'Tourism in Europe', 2nd ed, Longman: UK.
 62. De Kadt, E. (ed.) (1979) Tourism-Passport to Development: Oxford University Press.
 63. Edgell, D.L. (1990) International Tourism Policy, Van Nostrand Rein hold.
 64. Fewell, Arnold and Wills, Neville (1992) Marketing, Butterworth-Heinemann.
 65. Frechtling, Douglas C. (1995) Practical Tourism Forecasting, Butterworth-Heinemann.
 66. Gold, J. R. and Ward, S. (1994) Place Promotion - The Use of Publicity and Public Relations to Sell Cities and Regions, Wiley.
 67. Hall, C. M. (1992) Hallmark Tourist Events - Impacts, Management and Planning, Bellhaven/Wiley.
 68. Harrison, Richard (1994) Manual of Heritage Management, Butterworth-Heinemann.
 69. Heath, E. and Wall, G. (1994) Marketing Tourism Destinations - A Strategic Planning Approach, Wiley.
 70. Hodgson, A. (1987) The Travel and Tourism Industry - Strategies for the Future, Butterworth-Heinemann.

71. Holloway, J.C. (1994) *The Business of Tourism*, 4th edn, Pitman.
72. Johnson, Peter and Thomas, Barry (eds) (1993) *Choice and Demand in Tourism*, Mansell.
73. Johnson, Peter and Thomas, Barry (eds) (1993) *Perspectives on Tourism Policy*, Mansell.
74. Lundberg, D.E. and Lundberg, C.B. (1993) *International Travel and Tourism*, 2nd edn, Wiley.
75. Mathieson, A. and Wall G. (1982) *Tourism: Economic Physical and Social Impacts*, Longman.
76. McIntosh, R. W. Goeldner, C.R. and Brent Richie, J.R. (1994) *Tourism-Principles, Practices Philosophies*, 7th edn, Wiley.
77. Medlik, S. (ed.) *Managing Tourism*, Butterworth-Heinemann.
78. Middleton, V. (1994) *Marketing in Treavel and Tourism*, 2nd edn. Butterworth-Heinemann.
79. Middleton, V. (1995) *Sustainable Tourism: A Marketing Perspective*, Butterworth-Heinemann.
80. Pearce, Douglas (1989) *Tourist Development*, 2nd edn, Longman.
81. Pepper, Allan, D. (1992) *Managing the Training and Development Function*, 2nd edn, Gower Publishing Company.
82. Prolopenki, Joseph (1987) *Productivity Management*, International Labour Office.
83. Riley, Michael (1995) *Managing People*, Butterworth-Heinemann.
84. Robins,philip. 1986 .Jordan to 1990-Coping with Change.The Economist publications Ltd.
85. Sanger,Richard. 1963.Where the Jordan Flows.Washington, D.C.
86. Showker,Kay. 1984. Jordan and the Holly Land.NewYork.
87. Swarbrooke, John (1995) *The Development and Management of Visitor Attractions*, Butterworth-Heinemann.
88. Theobald, William (1995) *Global Tourism*, Butterworth-Heinemann.
89. Uysal, Muzaffer (1993) *Global Tourist Behaviour*, The Haworth Press.
90. Williams, A.M. and Shaw, G. (eds) (1991) *Tourism and Economic Development- Western European Experiences*, 2nd edn, Wiley.

91. Witt, S.F. and Moutinho. L. (eds) (1989) *Tourism Marketing and Management Handbook*. Prentice Hall.

Jordan Tourism Websites

<http://www.hejleh.com/countries/jordan.html>

Amazing site, chock full of links ranging from Jordanian newspapers, to tourism, arts and culture, banking and finance, all the universities, vital statistics and history and more. Links to all the encyclopedia entries on Jordan.

<http://www.cia.gov/cia/publications/factbook/geos/jo.html>

CIA Factbook on Jordan

http://news.bbc.co.uk/1/hi/english/world/middle_east/country_profiles/newsid_828000/828763.stm

The BBC Jordan site history, news, sound bites (including being able to hear National anthem) and links to Jordanian government sites.

<http://inic.utexas.edu/menic/countries/jordan.html>

University of Texas's Jordan page full of links to archeological information, history, arts and cultural, government offices, business and economy, education and universities, current events and newspapers. Very good jumping off point.

<http://www.middleeastuk.com/destinations/jordan/>

If you're just looking for pictures of Jordan - Jordanian people, historical sites, flora and fauna – this is great. About 60+ slides available. Good for presentations on Jordan.

<http://www.imarabe.org/temp/expo/jordanie-us/jordanie3.html>

For a historical account of Jordan with a focus on the archeological significance, arts, and culture. Site managed by the French Institut de Monde Arabe. Somewhat annoying format where you have to click "next page" every 3 or 4 paragraphs.

<http://www.kingabdullah.jo/hashemites/hashemites.html>

A comprehensive history of the Hashemite family tree.

The Royal Family

<http://www.kingabdullah.jo/homepage.html>

Homepage of King Abdullah, the present king of Jordan. This is a very good site with a biography of Abdullah, his domestic development initiatives, the King in the press (full transcripts of interviews, speeches), a comprehensive history of the

Hashemite family tree, links to the Royal Court and Palaces and general background on Jordan.

<http://www.kinghussein.gov.jo/>

The late kings web site. Informative site full of pictures, a few video clips, and Hussein's full biography.

http://news.bbc.co.uk/1/hi/english/world/middle_east/newsid_272000/272709.stm

BBC's comprehensive report of Hussein's life at the time of his funeral.

<http://www.jordanembassyus.org/new/jib/monarchy/hmqr.shtml>

Biography of Queen Rania by Jordanian embassy in D.C.

<http://www.go.com.jo/QNoorjo/index.html>

Queen Noor's home page. Links to all the development projects the Queen initiated: The National Taskforce for Children, Women's projects, handicraft development and environmental conservation.

Foreign Policy

<http://www.usembassy-amman.org.jo/>

US Embassy in Amman. Great site for anyone interested in Jordanian current events and foreign affairs. Information on development initiatives, US-Jordan relations, breaking news, etc.

<http://www.jordanembassyus.org/new/index.shtml>

Official site of the Jordanian Embassy in D.C. Great site, full of archived speeches, interview, information of all types, fact sheets on things like agriculture and history. Full of Jordan-related foreign affairs issues and updated daily.

<http://www.imf.org/external/country/JOR/>

The International Monetary Fund's Jordan-specific page. Great for those interested development in Jordan.

www.whitehouse.gov/nsc

The homepage of the United States National Security Council. Search with the keyword "Jordan" to get an impressive list of US-Jordanian related info, press releases, agreements, etc. Important site for anyone interested in US-Jordanian relations.

<http://www.usembassy-amman.org.jo/USAID/Extamm.htm>

USAID in Jordan. Good site if you're interested in development projects and/or US financial support of Jordan.

<http://www.undp-jordan.org/>

UNDP in Jordan. Good site for those interested in UN-sponsored projects in Jordan.

Relations with Israel

<http://www.kinghussein.gov.jo/peacetreaty.html>

Full text of the Jordan-Israel Peace Treaty, signed in 1994.

<http://www.biu.ac.il/Besa/Nsearch.html>

Begin-Sadat Center for Strategic Studies search Jordan for articles on and primary documents of Jordan's strategic role in security of Middle East

Refugees and Human Rights

<http://www.hrw.org/advocacy/internet/mena/jordan.htm>

Human Rights Watch Jordan country profile, with links to other Arab countries

<http://www.refugees.org/world/countryrpt/mideast/jordan.htm>

US Committee on Refugee's Jordan page. Country reports for the past 5 years. Good site for those interested in Palestinian refugees living in Jordan.

<http://www.dpa.gov.jo/>

Jordan's Department of Palestinian Affairs. Statistics and links to the refugee camps, NGO's that serve them, and history of Palestinian history in Jordan.

<http://www.un.org/unrwa/>

Homepage of the UN relief agency for Palestinians

http://www.undp-jordan.org/rights_project/rights_project.html

UNDP's development projects in Jordan with a specific focus on their human rights projects. Domestic Politics

<http://www.kinghussein.gov.jo/>

Official copies of the Jordanian national charter, Law of election to the House of Deputies, Political Parties law and other official Jordanian documents can be found through this site.

<http://www.dos.gov.jo/>

Jordan's official Department of Statistics. Not always up-to-date, but with some patience you may be able to glean very specific information on things from kilograms of hazardous waste per municipality to school attendance.

<http://www.undp-jordan.org/links/links.html#NGOs>

This page links to all the Jordanian ministries that maintain web sites. Most of the ministries provide only the most basic information, but useful for contact information at the very least. This site also provides a list of national non-profit organizations with web sites. Business and Economy

<http://www.jordanembassyus.org/new/commercial/indexcc.shtml>

The Jordanian embassy in D.C.'s extensive page on the Jordanian economy and doing business in Jordan.

<http://www.jordanembassyus.org/new/commercial/fta/agreements.shtml>

full text of the historic US-Jordan Free Trade Agreement signed Dec.17th, 2001

<http://www.imf.org/external/country/JOR/>

The IMF's Jordan-specific page. Regularly updated site for all the economic development in Jordan, from US disbursement to on-line IMP publications on Jordanian trade policy. Informative site.

<http://wbln0018.worldbank.org/mna/mena.nsf/452730806e9d48de852567d600655983/3c93c58f73403eb0852567ee0068d61b?OpenDocument>

World Bank's country page on Jordan, with relevant documents, loan packages, and statistics.

Research Institutes

<http://www.id.gov.jo/human/index.html>

Regional Human Security Center, located in Amman. Small think tank doing research on human security issues throughout the Middle East.

<http://www.css-jordan.org/>

Center for Strategic Studies in Jordan interesting site stats, polling, etc., on internal Jordanian opinion.

<http://www.assr.org/>

Arab Social Science Research organization. You can search social science publications, centers, etc. by country and by issue.

Natural Resources and the Environment

<http://www.nra.gov.jo/>

Jordan's Natural Resource Authority. Click on a national resource and get a full profile. Recommended site.

<http://www.ujrc-jordan.org/>

Al-Urdun Al-Jadid Research Center. Not much actual content on the web, but if you're interested in the environment and development, they may be able to send you their publications and studies.

<http://www.eia.doe.gov/>

Dept. of Energy's Energy Information Administration site. You can go to country profiles and get a full energy and natural resource profile for each country.

Tourism Journals - Tourism Resources

These links will direct you to more information about a specific tourism journal

1. **ACTA Turistica**
2. **ANATOLIA**
3. **Annals of Tourism Research**
4. **Asia Pacific Journal of Tourism Research**
5. **Event Tourism**
6. **Information Technology & Tourism**
7. **International Journal of Tourism Research**
8. **Journal of Convention & Exhibition Management**
9. **Journal of Ecotourism**
10. **Journal of Quality Assurance In Tourism & Hospitality**
11. **Journal of Sports Tourism**
12. **Journal of Sustainable Tourism**
13. **Journal of Teaching in Travel & Tourism**
14. **Journal of Tourism Studies**
15. **Journal of Travel Research**
16. **Journal of Travel & Tourism Marketing**
17. **Journal of Travel & Tourism Research**
18. **Journal of Vacation Marketing**
19. **Pacific Tourism Review**

20. Scandinavian Journal of Hospitality and Tourism
21. Teoros International
22. Tourism Analysis
23. TOURISM: An International Interdisciplinary Journal
24. The Tourist Review
25. Tourism, Culture & Communication
26. Tourism Economics
27. Tourism Forum - Southern Africa Tourism Forum - Southern Africa
28. Tourism Geographies
29. Tourism and Hospitality Research
30. Tourism and Hospitality Review
31. Tourism Management
32. Tourism Recreation Research
33. Tourism Today
34. Tourismus Journal
35. Tourist Studies
36. Journal of Interpretation
37. Journal of Leisurability
38. Journal of Leisure Research
39. Journal of Park and Recreation Administration
40. Leisure Sciences
41. Leisure Studies
42. Loisir et Societe/Society and Leisure
43. Managing Leisure
44. Therapeutic Research Journal
45. Visions in Leisure and Business
46. World Leisure & Recreation Association Journal
47. Journal of Air Transport Management
48. Journal of Transport Geography
49. Transport Policy
50. Transportation Law Journal
51. World Transport Policy & Practice

Articles

1. Alan Dean.Examines Jordan's Potential as an Incentive Destination.
2. Osama Al-Fadel. Infrastructure Development from tourism point of view Case Study Jordan, paper presented in International Conference on Geography, 19-21 February/2000, Aligarh Muslim University-Aligarh,India.
3. Osama Al-Fadel. Tourism in Jordan, article published in al-Ra'i newspaper. 1997.
4. Osama Al-Fadel. Tourism promotion and propaganda, article published in al-ra'I newspaper.1997.
5. Osama Al-Fadel. Tourism Management in jordan, article published in the international conference on Indian tourism-2001 and beyond. 6-8 Nov/2000. Bundelkhand University,Jhans,India.
6. Osama Al-Fadel. Development of international tourism, project report, 2000.

WTO Publication

1. WTO (1994) 'WTO Basic Documents' World Tourism Organization Madrid
2. WTO (1995) 'Shining in the Media Spotlight' World Tourism Organization Madrid
3. WTO (1997) 'Multilateral and Bilateral Sources of Financing for Tourism Development' World Tourism Organization Madrid
4. WTO (1992) 'World Directory of Tourism Education and Training Institutions' World Tourism Organization Madrid
5. WTO(1995)'Educating The Educators in Tourism' World Tourism Organization Madrid
6. WTO (1993)'Sustainable Tourism Development: Guide for Local Planners' World Tourism Organization Madrid
7. WTO (1992) 'Guidelines: Development of National Parks and Protected Areas for Tourism' World Tourism Organization Madrid.
8. WTO (1992)'An Integrated Approach to Resort Development'

9. WTO (1996)'Awards for Improving the Coastal Environment: The Example of the Blue Flag' World Tourism Organization Madrid
10. WTO (1996)'What Tourism Managers Need To Know' World Tourism Organization Madrid
11. WTO (1996)'Timeshare - The New Force in Tourism' World Tourism Organization Madrid
12. WTO (1997)'Agenda 21 for the Travel and Tourism Industry' World Tourism Organization Madrid
13. WTO (1996)'Tourist Safety and Security: Practical Measures for Destinations' World Tourism Organization Madrid
14. WTO (1993) 'Investments and Financing in the Tourism Industry' World Tourism Organization Madrid
15. WTO (1996) 'Budgets of National Tourism Administration' World Tourism Organization Madrid
16. WTO (1997) 'Yearbook of Tourism Statistics' World Tourism Organization Madrid
17. WTO (1997) 'Compendium of Tourism Statistics' World Tourism Organization Madrid
18. WTO (1996) 'Recommendations on Tourism Statistics' World Tourism Organization Madrid.
19. WTO (1995) 'Concepts, Definitions, and Classifications for Tourism Statistics: Technical Manual No.1' World Tourism Organization Madrid
20. WTO (1995) 'Collection of Tourism Expenditure Statistics: Technical Manual No. 2' World Tourism Organization Madrid
21. WTO (1995) 'Collection of Domestic Tourism Statistics: Technical Manual No. 3' World Tourism Organization Madrid.
22. WTO (1995) 'Collection and Compilation of Tourism Statistics: Technical Manual No. 4' World Tourism Organization Madrid
23. WTO (1995) 'Implications of the WTO / UN Tourism Definitions' World Tourism Organization Madrid
24. WTO (1991) 'Tourism to the Year 2000:Qualitative Aspects Affecting Global Growth' World Tourism Organization Madrid

25. WTO (1990) 'Integration of Tourism in Europe' World Tourism Organization Madrid
26. WTO (1994) 'Tourism Statistics in the Central and Eastern European Countries' World Tourism Organization Madrid
27. WTO (1993) 'Tourism Development and Responsibility of the State' World Tourism Organization Madrid
28. WTO (1996) 'Tourism and Environmental Protection' World Tourism Organization Madrid
29. WTO (1994) 'GATS Implications for Tourism' World Tourism Organization Madrid
30. WTO (1996) 'Tourism and New Information Technologies' World Tourism Organization Madrid
31. WTO (1997) 'Asia Tourism - Towards New Horizons' World Tourism Organization Madrid.
32. WTO (1997) 'Marketing the Mediterranean as a Region' World Tourism Organization Madrid.
33. WTO (1997) 'Senior Tourism' World Tourism Organization Madrid stlg14.50 PB ISBN 9284402131. WTO (1997) 'Rural Tourism - A Solution for Employment, Local Development, and Environment' World Tourism Organization Madrid.
34. WTO (1997) 'Quality - A Challenge for Tourism' World Tourism Organization Madrid
35. WTO (1997) 'Africa' Tourism Market Trends 1997 Series World Tourism Organization Madrid
36. WTO (1997) 'Americas' Tourism Market Trends 1997 Series World Tourism Organization Madrid
37. WTO (1997) 'East Asia and the Pacific' Tourism Market Trends 1997 Series World Tourism Organization Madrid
38. WTO (1997) 'Europe' Tourism Market Trends 1997 Series World Tourism Organization Madrid
39. WTO (1997) 'Middle East' Tourism Market Trends 1997 Series World Tourism Organization Madrid

40. WTO (1997) 'South Asia Tourism Market Trends 1997 Series World Tourism Organization Madrid
41. WTO (1994) Global Tourism Forecasts The World, World Tourism Organization Madrid
42. WTO (1994) Global Tourism Forecasts 'Africa' World Tourism Organization Madrid
43. WTO (1994) Global Tourism Forecasts 'Americas' World Tourism Organization Madrid
44. WTO (1994) Global Tourism Forecasts 'East Asia and the Pacific' World Tourism Organization Madrid
45. WTO (1994) Global Tourism Forecasts 'Europe' World Tourism Organization Madrid
46. WTO (1994) Global Tourism Forecasts 'Middle East' World Tourism Organization Madrid
47. WTO (1994) Global Tourism Forecasts 'South Asia World Tourism Organization Madrid

Jordanian Journal and Magazine

1. Al-Ajneha magazine-Royal Jordan wings- Royal Jordanian Airline-Amman.
2. Jordan journal-Vol. II.No.20-1996.
3. Jordan Arabseque-Amman-1991.
4. Investment Promotion Corporation-Magazine, Jordan.

Brochures & C.Ds

1. Aqaba, Amman, Petra, Jerash, Wadi Rum, Umm Qais, Madaba, Desert castles brochures, Published by Jordan Tourism Board, 2000.
2. Tourism map, The Hashemite Kingdom of Jordan.Produced and printed in the Royal Jordanian Geographic Center, 2000.
3. Jerash festival of culture and arts, souvenir brochure-15, 2000.
4. C.D. discover Jordan, souvenir C.D. JTB.2001.
5. C.D.Jordan photos, covering tourist sites in Jordan. Souvenir C.D.JTB.2001.

6. C.D. atlas of the world, hammond, new digital atlas helps to get around the globe.2000.
7. C.D. discover Jordan JTP 2001.

APPENDIXES

QUESTIONNAIRE

The questionnaire was distributed to a sample of MOTA employees from the different management areas A random sample of 50 per cent of employees were chosen. Following is a table that gives the characteristics of this sample :

Title Age	Number	Percentage of total number of workers in dept.	Years of service	Degree
Head of dept. 35	1	50%	5	BA law
Head of branch 26-35	3		4-7	Humanities
Employees 22-41	16		3-9	Humanities

Question

Question

1. What are the main priorities of MOTA regarding tourism development?
2. Whether there is a major change in goals and objectives of MOTA?
3. Whether the employees are aware of any change in policies of MOTA?
4. What are the opportunities available for employees to develop?
5. Whether the policies and goals are directed towards development of international tourism?
6. Where are the main improvements in tourism products in Jordan?
7. What are the other plans for improving tourist product in Jordan?
8. Whether tourist facilities are of international standard?
9. Whether the Jordanian people are benefited by tourism development?

10. What are new incentives provided by the govt. to attract investment in tourism industry?
11. What is the marketing strategy of MOTA to attract international tourist?
12. What are the reasons for lack of demand?
13. Do you feel that IT full implemented within the MOTA?
14. Do you feel that all tools of IT management is providing to you?
15. As one of the MOTA staff, do you feel that participative management style is there?
16. Do you feel that frequent communication between all levels of MOTA management is there?
17. Do you feel that MOTA provides appropriate training in required skills and knowledge?

Analyzing the Jordanian Tourists' Answers to the Questionnaire:

The questionnaire was distributed to a sample of tourists from the different segments of society. A random sample of 100 people were chosen. Following is a table that gives the characteristics of this sample :

Sex		Age				#Members of family				Educational status				Social status	
Male	Female	21	36	46	56	1-3	4-7	8-	11	High	Com.			Sin.	Married
		-	-	-	+			10	+		Coll.				
		35	45	55											
56	44	49	26	14	11	34	55	7	4	14	7	71	8	41	59

Question # Question

- 1 Are you satisfied with the tourist services provided by the tourism sector in Jordan?
- 2 Are you satisfied with the performance of the Jordanian tourist guides?
3. Do you feel the back-up services provided by the tourism sector are their to facilitate things to you as a tourist?

4. Do you feel that the controlling and monitoring the tourist sites are effective? If yes how?
5. Do you feel that the handicrafts prices are high?
6. Have you heard about the Dead Sea before coming to Jordan?
7. Do you feel that Jerash festival is highly cultural one?
8. Do you feel that tourist facilities concentrated in Amman only?
9. Do you feel that marketing and promotion of Jordan domestic tourism is satisfied and effective one?
10. Do you feel that the incentives extended by MOTA and the private sector motivate Jordanians to take their holidays?
11. Do you feel that Jordan a secure and stable country?
12. Do you feel that the climate of Jordan is suitable one for you?
13. Do you feel that tourist information centers are active and help in providing full information about the country?

HELPFUL FACTS ABOUT JORDAN

Customs

Customs regulations exempt from duty most items carried by tourists, including cameras, radios, hair-dryers, video equipment, etc. So far as duty allowances are concerned, you may carry up to 200 cigarettes or 200 grams of tobacco, and either one liter of spirits or two liters of wine. Modest gifts and other effects are exempt from customs duty.

Cars and electrical appliances, from household goods to personal computers and video cameras, are subject to duty which may be very high. If you intend to take taxable goods with you when you leave you should ask the customs officials to enter details of these goods in your passport to avoid paying tax. Upon exit you will be asked to show that your goods were tax exempted.

Animal Quarantine

There are no regulations about bringing pets into Jordan, and the most you may be asked for is a certificate of health for the animal.

Time

Jordan is two hours ahead of Greenwich Mean Time. Daylight Savings Time occurs between April and October.

Public Holidays

Holidays in Jordan are either religious (Islamic or Christian) or celebrations of important events in Jordanian or Arab history. Non-Islamic holidays are fixed, while Islamic holidays vary according to the lunar Muslim calendar.

Islamic Holidays

As the lunar Hijra calendar is 11 days shorter than the Gregorian calendar, each year Islamic holidays fall approximately 11 days earlier than in the previous year. The precise dates are known only shortly before they fall, however, as they depend on the sighting of the moon.

- * Eid al-Fitr: Also known as al-Eid al-Sagheer (the little feast), it is a three day celebration that marks the end of Ramadan, the month of fasting.
- * Eid al-Adha: Known commonly as the al-Eid al-Kabeer (the big feast), it falls at the end of the days of Hajj season (pilgrimage to Mecca). It commemorates the Prophet Ibrahim's offering of Isma'il for sacrifice. During these four day celebration, families who can afford to slaughter a lamb share the meat with poorer Muslims.
- * Hijra New Year<: Islamic New Year
- * Mouldid al-Nabi: The Prophet Muhammad's birthday.
- * Eid al-Isra waal Mi'raj: The feast that celebrates the nocturnal visit of Prophet Muhammad to heaven.

Business Hours

Fri.'s & Sat.'s are the weekly holiday were government offices, banks and most offices close. Most businesses and banks have a half-day on Thursday, and some businesses and banks take Sunday as a half-day or a complete holiday.

Government departments are open from 08:00 to 15:00 daily except Friday. Banks are open from 08:30 to 15:00, and some have recently introduced afternoon hours from 16:00 to 18:00. Small shops are open long hours, from around 09:00 until 20:00 or 21:00, often closing for a couple of hours in the mid-afternoon. Most Muslim shop owners close early or do not open on Friday, and Christians follow similar rules on Sunday. However, the markets and street stalls downtown remain open all week long, and Friday is their busiest day of the week. During Ramadan, the Muslim holy month of fasting, business hours are shorter. Museums are generally open every day except Tuesday, but opening hours sometimes vary.

Electrical Current

Jordan's electricity supply is 220 volts/50 cycles AC. Sockets are generally of the two-pronged European variety, while a variety of other sockets and plugs—especially the 13 amp square three-pinned plug—are in use. To be safe, bring a multi-purpose adapter. American equipment requires both an adapter and a

transformer. Most varieties of adapters and transformers are readily available in electrical shops throughout Jordan. Electrical current in Jordan is reliable and uninterrupted.

Tipping

Many of the better hotels and restaurants will add a gratuity of about 10% to your bill. However, smaller establishments usually expect you to leave a tip in line with the service you received. Taxi drivers are generally not tipped, but it is customary to pay the nearest round figure to the price on the meter. It may be difficult to get change for a large bill, so carry plenty of small denominations and coins for taxis.

Weights and Measures

Jordan operates on the metric system. Length is counted in meters, distances in kilometers, weight in kilograms and volume in liters. You may come across the measurement for land: the dunum. One dunum is equivalent to approximately 1000 square meters (10,760 square feet).

Credit Cards

Credit cards are accepted at most large hotels, restaurants, car rental companies and tourist shops. The most widely accepted cards are American Express, Visa, Diners Club and Mastercard. You can also use your cards to draw cash (up to 500 JDs) at any bank linked with your credit card network. The automatic cash machines outside some banks in Amman can only be used by Jordanian bank account holders, and you should not attempt to use them.

SUGGESTED TOURS 1

Six nights/seven days

- Day 1 . Tour operator meets the group at QAI or any entry point
 and assists with formalities. Proceed to hotel for dinner
 and overnight.
- Day 2. 08:00 am. Tour of Amman; the citadel, roman theater, and suq
 (Bazaar).
 18:00 pm. Drive to Jerash. Dinner at Kan Zamman (renovated
 Ottoman house).
- Day 3. 08:00 am. Visit to Madaba 'city of Mosaic'. Tour of Mount
 Nebo. Moses burial site, drive along historic king's high
 Way through Wadi Mujib.
 Kerak 'Crusader-period' Castle.
 13:00 pm. Lunch at Kerak rest house, drive through Shobak
 and visit Shobak 'crusader-period' castle.
 on to Petra for dinner and overnight.
- Day 4. Full day tour in Petra & overnight.
- Day 5. 08:00 am. Tour of Red-Rose city of Petra.
 14:00 pm. Lunch inside Petra SIQ(chasm), drive to Wadi Musa
 Tea with Bedouins in the Desert. Drive through wilderness
 of Wadi Rum, dinner with Bedouins in Desert.
 drive to Aqaba.
- Day 6. Free day in Aqaba, Red Sea Resort, sunbathing,
 Snorkeling, scuba diving.
- Day 7. Depart Aqaba for home via Amman.

SUGGESTED TOUR 2

Five nights / six days

- Day 1 local tour operator meets the group at QAI or other
Entry point. Assists with formalities. Proceed to
Hotel for dinner and overnight.
- Day 2 08:00 am. Tour of Amman; the citadel, Roman Theater, and
Suq (bazar).
14:00 pm. Lunch in Jerash.
- Day 3 08:00 am. Tour of Madaba, 'city of Mosaic', visit to Mount
Nebo, Moses' burial site.
13:00 pm. Continue to Petra via Kings' Highway for overnight.
- Day 4 Full-day tour in Petra with overnight.
- Day 5 08:00 am. Tour of Red-Rose city of Petra.
16:00 pm. Return to Amman. Dinner at Kan Zamman.
- Day 6 08:00 am. Departure from Amman.